

# Joint Information Center Model

## *Collaborative Communications During Emergency Response*

**January 21, 2000**



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**Collaborative Communications  
During Emergency Response**

**FINAL  
January 21, 2000**

By the  
NRT Response Subcommittee Workgroup



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# Preface

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## The Incident Command System (ICS)

The Incident Command System (ICS) is used to manage the response to an emergency incident or a non-emergency event. ICS categorizes response into functional components to be performed by the agency with responsibility for the response. When more than one entity has response authority, the coordinated response structure is managed using a Unified Command System (UCS). The basic ICS/UCS operating guideline is that the Incident Commander/Unified Command is responsible for all functions until authority for individual functional components is delegated to another person or agency.

The organization of the ICS/UCS is built around five major management activities. These include the following activities.

- # **Command** - sets objectives and priorities; has overall responsibility at the incident or event.
- # **Operations** - conducts tactical operations to carry out the plan and develops the tactical objectives, organization, and directs all resources.
- # **Planning** - develops the action plan to accomplish the objectives, collects and evaluates information, and maintains resource status.
- # **Logistics** - provides support to meet incident needs, as well as resources and all other services needed to support the incident.
- # **Finance/Administration** - monitors costs related to the incident and provides accounting, procurement, time recording, and cost analysis.

The ICS/UCS is designed to work equally well for both small and large situations and can expand or contract to meet the needs of the incident. For example, during small incidents, the Incident Commander may directly assign tactical resources and oversee all operations. Large incidents, however, usually require that the Incident Commander/Unified Command delegate responsibility for each major activity to separate sections within the organization. Further, each of the primary ICS/UCS sections may be sub-divided as needed.

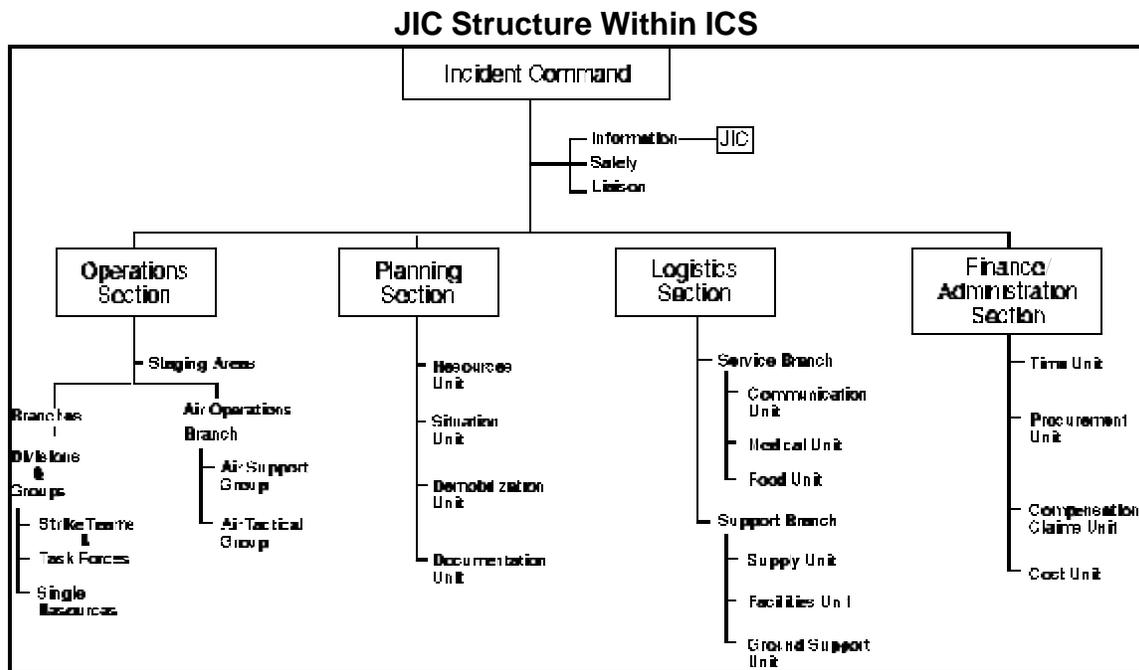
Depending on the type of incident and the authorities under which a response is coordinated, the Incident Commander could be any of the following individuals.

- # Under a National Oil and Hazardous Substances Pollution Contingency Plan (NCP) response – A U.S. Environmental Protection Agency (EPA), U.S. Coast Guard (USCG), or other federal On-Scene Coordinator (OSC) serves as the Incident Commander.

- # Under a Federal Response Plan (FRP) response – The Federal Coordinating Officer (FCO) serves as the Incident Commander.
- # Under a response to a terrorist incident – The Federal Bureau of Investigation (FBI) Officer-in-charge will serve as the Incident Commander.
- # Under the Federal Radiological Emergency Preparedness Plan (FRERP) – The On-Scene Commander serves as the Incident Commander.

When more than one entity has response authority, the Unified Command may include federal, state, local, and responsible party representatives.

Under the ICS/UCS, an Information Officer (IO) is one of the key staff supporting the command structure. The IO represents and advises the Incident Commander/Unified Command on all public information matters relating to the incident response. This model describes how to structure a Joint Information Center (JIC) to carry out the IO’s responsibilities (see Section II) to conduct crisis



communications during emergency responses and non-emergency events. This model is generic and can be adapted for use in a diverse range of responses likely to be performed by National Response Team (NRT) member agencies, ranging from a large multiple-agency, all-hazards response to a small single-agency, single-hazard response.

In carrying out their responsibilities, the IO and his/her JIC staff may interact with personnel at all levels of the ICS/UCS structure, including the Incident Command, selected units and branches within all Sections, the Safety Officer, and the Liaison Officer (see Sections II through V).



# Introduction

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## Purpose of Document

This Joint Information Center (JIC) model documents a plan for conducting crisis communications during emergency responses and other situations in which multiple organizations need to collaborate to provide timely, useful, and accurate information to the public and other stakeholders. The primary focus of the model is to provide a JIC structure that works within the framework of the Incident Command/Unified Command systems (ICS/UCS). However, because it is functionally based, the model can be used during any situation in which there is a need for centralized communications support involving multiple organizations.

This model was designed based on requirements identified by the National Response Team (NRT) and was developed using a collaborative process in through the NRT Response Subcommittee Workgroup. Workgroup members reviewed requirements and materials and reached a general consensus on the model's structure, content, organization, and other requirements. While a primary focus of the model is on ensuring that the JIC functions within the ICS/UCS, it also accommodates the other criteria identified as necessary by the NRT. These criteria include:

- P**            **Criteria 1:** The JIC model should be able to accommodate a response conducted under the National Oil and Hazardous Substances Pollution Contingency Plan (NCP);
- P**            **Criteria 2:** The JIC model should be able to accommodate a response conducted under the Federal Response Plan (FRP);
- P**            **Criteria 3:** The JIC model should be able to accommodate a response conducted under the Federal Radiological Emergency Response Plan (FRERP);
- P**            **Criteria 4:** The JIC model should be able to accommodate a response conducted under a weapons of mass destruction (WMD) or other type of terrorist incident (e.g., be adaptable to function under crisis management and consequence management operations);

- P**                    **Criteria 5:** The JIC model should be adaptable and expandable to accommodate the variety in scope and size of potential incidents (e.g., large, FRP-type scenarios, and smaller, NCP/Superfund-type response and remediation efforts);
- P**                    **Criteria 6:** The JIC model should accommodate the likely communication requirements (e.g., media relations, public affairs, legislative affairs, very important person (VIP) visits) of all organizations participating in the response (e.g., federal, state, local, responsible party); and
- P**                    **Criteria 7:** The JIC model should provide a structure for addressing the spectrum of crisis communication requirements during each of the situations identified in the previous criteria, including those associated with public affairs, media relations, rumor control, and internal intra-agency response communications. In addition, the model should provide for JIC support, as needed, to the Liaison Officer, also a key member of the Incident Command staff, for Congressional relations, VIP visits, and conflict resolution.

Specifically, the model explains what a JIC is and why a JIC is established. It outlines the structure, processes, functional positions, and roles and responsibilities of JIC personnel, including the Information Officer, JIC Coordinator, Assistant IO for Internal Affairs, and Assistant IO for External Affairs. The document is designed to assist JIC personnel with all levels of experience.

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## How To Use This Model

The JIC model is separated into the following sections:

**Section I** provides general information on the structures and processes of the JIC. This section can be used to provide background and a general understanding of how the JIC is operated and how it fits within the different response structures.

**Section II** provides the position description and responsibilities of the *Information Officer (IO)*. The Information Officer is appointed by the official-in-charge (e.g., Incident Commander) and has the initial responsibility to organize and activate the JIC, as well as manage JIC operations during the activation.

**Section III** provides the position description and responsibilities of the *Assistant IO/JIC Manager*. The Assistant IO/JIC Manager provides for the overall day-to-day management of the JIC during the activation.

**Section IV** provides a description of the positions and responsibilities within the *Internal Branch*. The Internal Branch includes functional positions and responsibilities associated with information gathering, production of products and services, photo and video support, and other support.

**Section V** provides a description of the positions and responsibilities within the *External Branch*. The External Branch is responsible for supporting the dissemination of information from the JIC, scheduling with external stakeholders (including the Incident Command), supporting community relations, and other activities associated with JIC interface with external players (e.g., public, response entities, VIPs, other officials).

To use the model, individuals should refer to the section describing the Branch in which they have been assigned to gain an understanding of their roles and responsibilities for conducting operations in the JIC. Likewise, readers are encouraged to review other sections to identify how their particular roles will fit within the overall JIC operations. Also included in the document are a series of appendices that are designed to provide guidance, reference materials, and other tools to support a JIC operation. These include:

**Appendix A: Glossary** - identifies acronyms and abbreviations and defines terms common to response operations.

**Appendix B: Support Materials for the Information Officer** - identifies materials that should be available to the IO and other personnel in the JIC.

**Appendix C: Sample Worksheets, Checklists, and Forms** - provides materials that can assist JIC personnel perform their responsibilities associated with activating and operating a JIC.

**Appendix D: Sample Documents** - provides examples of products and other materials that can be used as guidance for JIC personnel.

**Appendix E: JIC Expert List** - provides references to groups that can support the design and implementation of a JIC.

**Appendix F: Community Feedback Supplement** - provides community feedback techniques that may be useful for personnel operating a JIC.

# Section I

## Joint Information Center

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### What a JIC Is

A JIC is a collocated group of representatives from agencies and organizations involved in an event that are designated to handle public information needs. The JIC structure is designed to work equally well for large or small situations and can expand or contract to meet the needs of the incident. Under the ICS/UCS, the JIC is led by the Information Officer (IO) who has three primary responsibilities:

- # To gather incident data. This involves understanding how an ICS/UCS operates and developing an effective method for obtaining up-to-date information from appropriate ICS/UCS Sections.
- # To analyze public perceptions of the response. This involves employing techniques for obtaining community feedback to provide response agencies with insight into community information needs, their expectations for the role to be played by the response agencies, and the lessons to be learned from specific response efforts.
- # To inform the public. That is, to serve as the source of accurate and comprehensive information about the incident and the response to a specific set of audiences.

When multiple public or private agencies and organizations come together to respond to an emergency or manage an event, efficient information flow is critical to effectively carrying out these IO responsibilities and meeting the expectations of various publics. A JIC is a centralized “communication hub” that serves to achieve that information flow.

Establishing a JIC, developing processes and procedures, and training staff on how to operate a JIC effectively allow response organizations to be more proactive in responding to the information needs of responders, the public, federal, state and local governments, foreign governments, and industry.

Because of the critical nature of providing emergency information to disaster victims, time spent getting organized rather than responding at the time of an event can lead to confusion and a loss of public confidence. Through a JIC, the

different agencies (including state, local, and other entities) involved in a response can work in a cohesive manner, enabling them to “speak with one voice.” By maintaining a centralized communication facility, resources can be better managed and duplication of effort is minimized. Finally, the use of a JIC allows for tracking and maintaining records and information more accurately—therefore, improving the ability to conduct post-incident assessments that can be used to improve crisis communication and general response activities during future incidents

JIC personnel should wear either identifying clothing or badges so they are readily identifiable by responders and members of the media and the public.

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## **When To Establish a JIC**

The JIC structure is most useful when multiple agencies and organizations come together to respond to an emergency or manage an event and need to provide coordinated, timely, accurate information to the public and other stakeholders. Emergency situations could include natural disasters (floods, fires, hurricanes, earthquakes), oil spills and other hazardous substance releases, or terrorist incidents. The JIC structure may also be useful in coordinating multi-agency event planning for major national or international meetings and events, such as the Olympics.

Following are some of the federal response situations in which multiple agencies are involved and for which the Incident Commander/Unified Command usually would decide to establish a JIC.

Federal response to small localized incidents may be conducted under federal authorities, such as the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (CERCLA or Superfund), the Oil Pollution Act (OPA), or the Clean Water Act (CWA). These responses are carried out consistent with the NCP, which provides for the federal government to take action to reduce and eliminate risks to life, health, and the environment as a result of any release of a hazardous substance above a reportable quantity. Most of these situations require the involvement of only one or two federal organizations working with state and local agencies, but additional assistance is available from other agencies through the National Response Team (NRT) and its Regional Response Teams (RRTs).

The Federal Response Plan (FRP) derives its authority from the Stafford Act (Public law 93-288 as amended), which specifies events, such as floods, fires, hurricanes, or other events that may trigger a federal Presidential Disaster Declaration. According to the Stafford Act, response to such incidents must be beyond the combined capability of local and state governments to qualify for a declaration.

The Federal Radiological Emergency Response Plan (FRERP) describes how federal agencies have agreed to coordinate their actions when responding to a peacetime radiological emergency, including radiological accidents at fixed nuclear facilities and transportation accidents involved radioactive materials.

Federal response to a conventional or non-conventional weapon of mass destruction (WMD) incident is authorized under the Defense Against Weapons of Mass Destruction Act of 1996 and coordinated by the U.S. Department of Justice through the Federal Bureau of Investigation (FBI).

The different types of disasters include:

**Catastrophic:** The widespread destruction and devastation of homes, businesses, infrastructure and/or public property. Initial observations reveal that response is beyond state and local government capabilities. The Governor(s) of the affected state(s) will likely request a disaster declaration prior to any Preliminary Damage Assessment. A Presidential Disaster Declaration will likely be signed within hours, receiving worldwide attention.

**Severe or nationally significant:** A widespread destruction of homes, businesses, infrastructure and/or public property. Initial observations reveal that response is beyond state and local government capabilities. The Governor(s) of the affected state(s) may request a Presidential Disaster Declaration prior to any Preliminary Damage Assessments. The request may be expedited so that the Declaration may be signed by the President in a matter of hours or a few days, receiving nationwide media coverage.

**Localized:** Characterized by destruction of homes, businesses, infrastructure and/or public property. Occasionally, localized disasters or emergencies may be federally declared when the impact of a specific event causes undue hardship on an area or population.

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## Objectives of a JIC

The objectives of a JIC are to fulfill all responsibilities of the Information Officer, which include:

- # Developing, recommending, and executing public information plans and strategies on behalf of the Unified Command (UC)
- # Gaining and maintaining public trust and confidence
- # Being the first and best source of information
- # Gathering information about the crisis
- # Ensuring the timely and coordinated release of accurate information to the public by providing a single release point of information
- # Capturing images of the crisis in video and photos that can be used by the response organization as well as the media
- # Monitoring and measuring public perception of the incident
- # Informing the UC of public reaction, attitude, and needs
- # Ensuring the various response agencies' information personnel work together to minimize conflict
- # Advising the UC concerning public affairs issues that could impact the response
- # Facilitating control of rumors.

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## JIC Positions

The Information Officer supports the information needs of the UC; establishes, maintains and deactivates the JIC; and represents and advises the Incident Commander (see Section II).

Depending on the public information needs of the response, the IO may perform all public information-related functions or these functions may be subdivided among the following major positions within the JIC:

- # The Assistant IO/JIC Manager supervises the daily operations of the JIC; executes plans and policies as directed by the Information Officer; and provides direction to the Internal and External Branches to ensure that all functions are well organized (see Sections III, IV, and V).

- # The Assistant IO for Internal Affairs conducts information gathering activities and product development activities in support of the JIC communication efforts (see Section IV).
  
- # The Assistant IO for External Affairs interacts with stakeholders, monitors stakeholder information needs, and distributes information in a timely and effective manner (see Section V).

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## **Flexible, Functional Approach**

The JIC structure is designed to accommodate the diverse range of responses likely to be performed by NRT member agencies, ranging from a large multiple agency, all-hazards response to a small single agency, single-hazard response. The JIC structure is equally adaptable for use in a federal response under the FRP, the FRERP, or WMD plans. The structure can grow or shrink depending on the unique requirements of a specific response, and should be customized for each response. This adaptability encompasses staffing, organizational structure, facilities, hours of operation, resource and logistical requirements, and products and services.

The JIC organizational structure is based on functions that generally must be performed whether a person is handling a routine emergency or managing communications for a major response to a disaster. Following are options for organizing a JIC for small, medium, and large incidents. The focus for the small and medium incidents is on functions since as few as one person can be involved in carrying out all the activities for a particular function in the JIC. However for large incidents, functional roles may be carried out by multiple staff to ensure efficient operations.

For example, for an initial response to an incident, all functional areas may be managed by four people: the Information Officer and three assistants. The IO is responsible for directly managing all of the activities in the JIC until the authority for an activity is delegated to another person. As incidents grow, the Information Officer may delegate authority for performance of certain activities to others, as required. For an extremely large incident, as many as 60 people may be needed to manage the activities required to carry out the functions efficiently and effectively. Establishment of satellite JICs may be needed to cover a very large incident or one affecting a very large area in one or more states. Personnel assigned to a satellite JIC must always communicate in coordination with the main JIC.

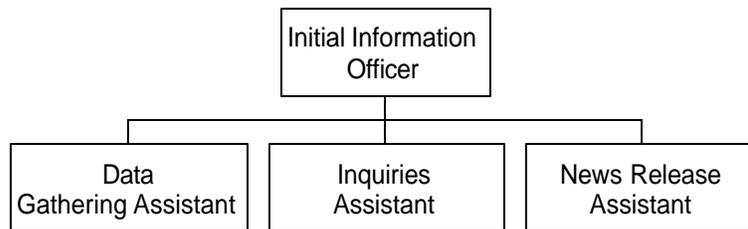
Sections II through V describe how responsibilities could be sub-divided among several assistants to the IO, branches under the Assistant IO/JIC Manager, and/or units under these Branches. For an expanded JIC, please note that Health Departments, social workers, and other expert resources should be considered. Sections II through V also provide information on the interaction between each major JIC component and the principal ICS/UCS components.

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## JIC Organization Charts

### Initial Response

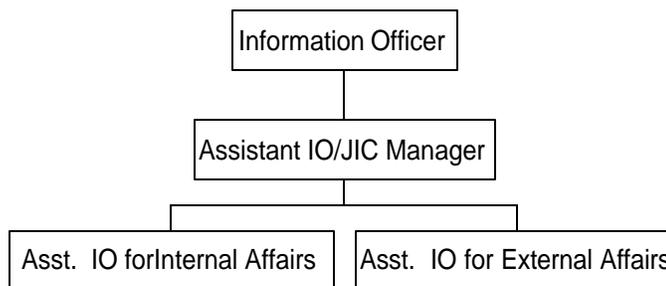
Initial Information Officer with three assistants



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### Small JIC

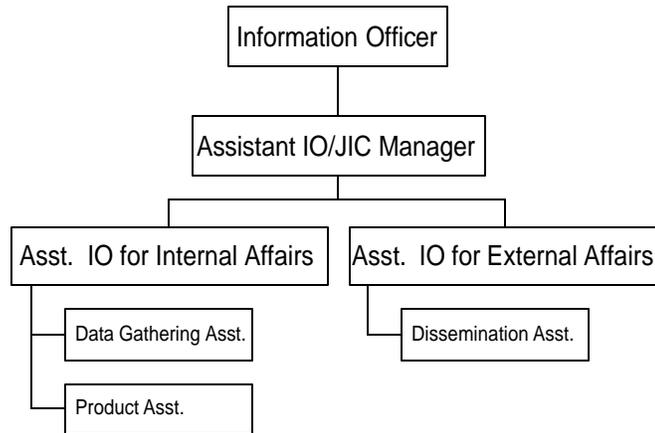
4 to 6 people should staff this JIC.



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Medium JIC

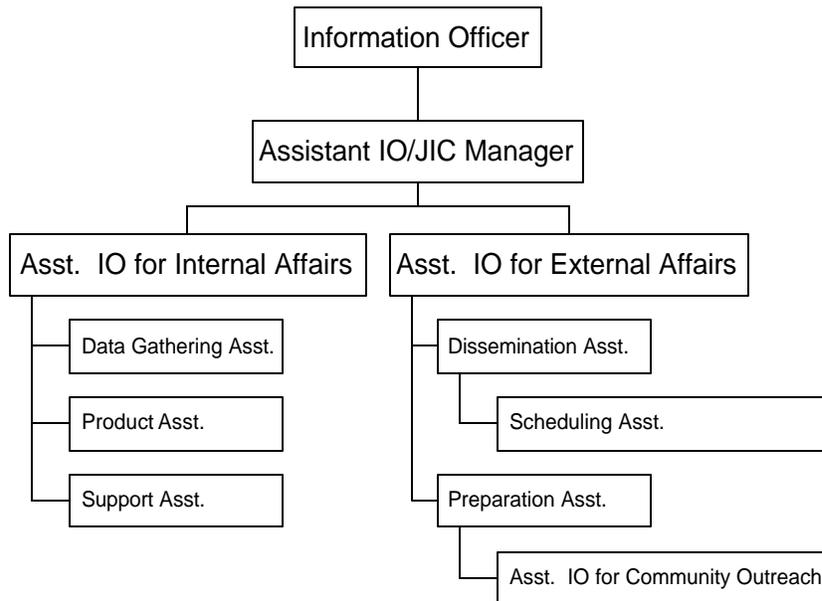
7 to 17 people should staff this JIC



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Large JIC

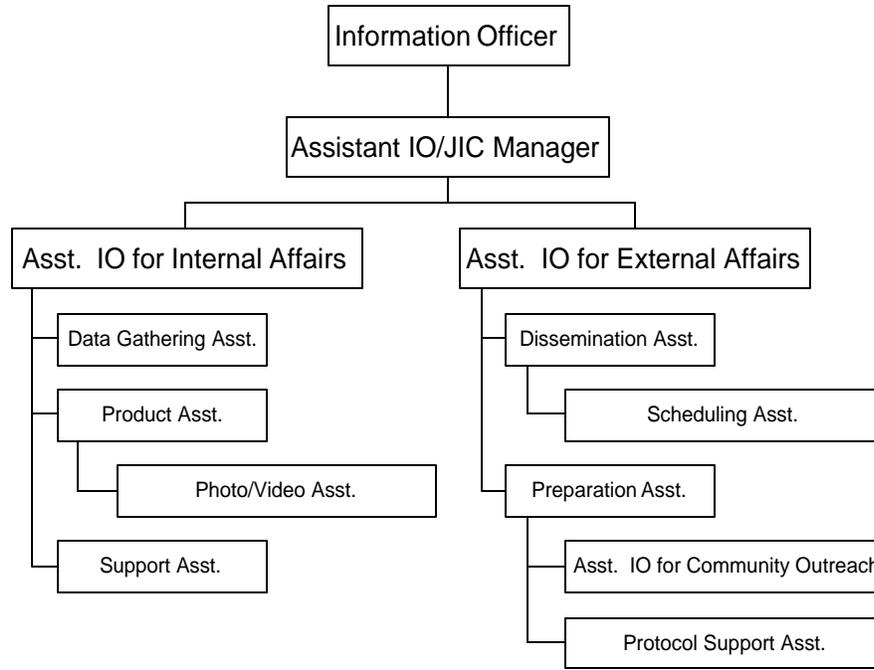
18 to 36 people should staff this JIC.



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## Extra Large JIC

30 to 60 people should staff this JIC.



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## Initial Response - First 24 Hours

Immediately after an incident occurs, there is a high demand for information. Whether the incident is large or small, a natural disaster or accident, the media and public, as well as responders, require accurate and timely information. The responsibility of disseminating updated information is assigned to the Information Officer immediately after the onset of the incident. The checklist on the next page includes the tasks that the Information Officer must accomplish prior to and in preparation for the establishment of a JIC.

## Initial Information Officer - Establish Initial Response

STEP	ACTION	U																								
1.	Select a location for the JIC. The location should meet the following criteria: <ul style="list-style-type: none"> <li>• Enough space for 12 people to work</li> <li>• A minimum of eight AC outlets or power strips approved within fire codes</li> <li>• Access to a copier</li> <li>• Located close to the command center</li> </ul>	"																								
2.	Establish a dedicated phone line for inquiries from the media.	"																								
3.	Gather basic facts about the crisis - who, what, when and where.	"																								
4.	Use this information to answer inquires.	"																								
5.	Assign three people to help you and give them the following tasks: <p style="text-align: center;"><b>a. Inquiries Assistant</b> - will respond to telephone request for information:</p> <table border="1" style="margin-left: 40px;"> <thead> <tr> <th>STEP</th> <th>ACTION</th> <th>U</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>Use the dedicated phone line to answer calls from the media.</td> <td>"</td> </tr> <tr> <td>2.</td> <td>Record names and phone numbers of callers, time of calls, questions, and responses</td> <td>"</td> </tr> <tr> <td>3.</td> <td>Use approved news release and information from Data Gathering Asst. to answer media calls.</td> <td>"</td> </tr> <tr> <td>4.</td> <td>If a question is asked that you cannot answer, write down the question, who asked it, and the phone number so you can get the answer and get back to the caller.</td> <td>"</td> </tr> </tbody> </table> <p style="text-align: center;"><b>b. Data Gathering Assistant</b> - will gather incident data:</p> <table border="1" style="margin-left: 40px;"> <thead> <tr> <th>STEP</th> <th>ACTION</th> <th>U</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>Gather information about the crisis.</td> <td>"</td> </tr> <tr> <td>2.</td> <td>Provide this information to the assistants handling inquires and written news releases.</td> <td>"</td> </tr> </tbody> </table>	STEP	ACTION	U	1.	Use the dedicated phone line to answer calls from the media.	"	2.	Record names and phone numbers of callers, time of calls, questions, and responses	"	3.	Use approved news release and information from Data Gathering Asst. to answer media calls.	"	4.	If a question is asked that you cannot answer, write down the question, who asked it, and the phone number so you can get the answer and get back to the caller.	"	STEP	ACTION	U	1.	Gather information about the crisis.	"	2.	Provide this information to the assistants handling inquires and written news releases.	"	"
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2.	Provide this information to the assistants handling inquires and written news releases.	"																								

**c. News Release Assistant** - will prepare written news releases:

STEP	ACTION	U
1.	Assemble the facts in two or three sentences that answer: # who • why # what • where # how • when	"
2.	List the remaining facts and information in bullet form. <i>Example: What agencies are responding. Type and amount of equipment.</i>  <b>NOTE:</b> The release should be only one page in length. If there is a need for additional information about specific topics than a separate sheet should be done.	"
3.	Spell check and edit the release and give it to the IO for approval.	"
4.	Give approved release to Inquires Asst. and Incident Commander.	"
5.	Fax to media and other requestors.	"

6.	Call for more assistance, preferably people trained in JIC and ICS operations.	"
7.	Complete forms and reports required of the assigned position and send material through supervisor to Support Asst.	"

## **Section II**

### **Information Officer**

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#### **Information Officer Position Description**

The Information Officer (IO) is appointed by the Incident Commander to support the information needs of the response and the Incident Commander; establish, maintain, and deactivate the JIC; and represent and advise the Incident Commander on all public information matters relating to the incident. An Information Officer should possess public affairs, crisis response JIC and/or management experience. Personnel are assigned to this position based on skills and ability not rank or employer.

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#### **Major Responsibilities of the Information Officer**

The major responsibilities of the IO are to:

- # Support the communication needs of the Incident Commander
- # Oversee JIC operations
- # Gather incident data
- # Inform the public and community
- # Complete analysis of public perceptions
- # Assist in the implementation of communication requirements
- # Coordinate exchange of information with the Incident Command Post
- # Coordinate intra-organizational activities (e.g., information exchange between responding agencies)
- # Ensure open and successful internal communications
- # Coordinate with the Command Staff Liaison Officer.

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#### **Working with the Liaison Officer and Safety Officer**

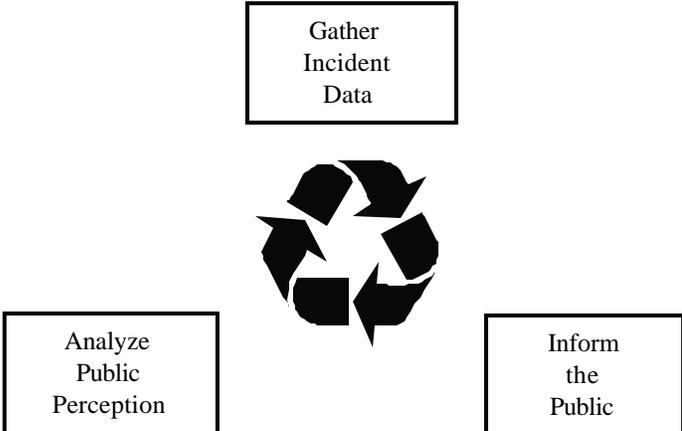
The Information Officer meets regularly with the Liaison Officer and Safety Officer. The Safety Officer's main responsibility is to monitor the safety conditions and develop measures for assuring the safety of all assigned personnel. The Information Officer works with the Safety Officer on communication issues as needed. The Information Officer works with the Liaison Officer to coordinate all anticipated news conferences and media events. The Liaison Officer informs the Information Officer about

Congressional tours and concerns and anticipated VIP visits. Establishing a close working relationship with the Liaison Officer will ensure that special interest group's concerns and needs are addressed in the JIC's communication efforts. The liaison function can be included within the JIC framework.

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## Establishing a JIC

These steps are to be followed when an Information Officer arrives to relieve the initial Information Officer.

STEP	ACTION	U
1.	Receive debrief from initial Information Officer	"
2.	Relieve initial Information Officer	"
3.	Appoint most experienced assistant as Assistant IO/JIC Manager	"
4.	Appoint an experienced assistant as Assistant IO for Internal Affairs	"
5.	Appoint an experienced assistant as Assistant IO for External Affairs	"
6.	Use this JIC Model to insure all IO responsibilities are being performed: <div style="text-align: center; margin-top: 20px;">  </div>	"

See Appendix B for a list of materials that should be available to the IO during the incident and could be provided as part of a unit- or section-specific support kit.

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## General Information

- # All radio communications to JIC will be addressed as the "(Incident Name) Communications."
- # Clear text and terminology (no codes) should be used in all radio transmissions.

- # Agency representatives from assisting or cooperating agencies should report to the Liaison Officer at the Command Post after checking into the JIC.

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### Establish a 24-Hour Schedule

If communication demands are high, a 24-hour operating schedule may need to be established, which means that JIC personnel are on-site 24-hours a day. This decision is made by the Information Officer and the UC. In the event that a 24-hour schedule is established, a relief Information Officer and staff may need to be assigned. The Information Officer on the relief shift has all of the responsibility and authority of the initial Information Officer. This ensures the constant presence of an Information Officer at any given time during the response.

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### Information Exchange Matrix

The following Information Exchange Matrix describes what types of information or resources the Information Officer should obtain from specific response positions within the ICS/UCS structure, as well as what information or resources the Information Officer should provide to those same positions.

Response Position	Activities that call for Information Exchange	Information and Resources Exchange	
		From Information Officer To Response Position	From Response Position To Information Officer
Incident Commander/ Unified Command	% Initial incident brief % Command staff meeting  % News release authority (as needed)	% Initial incident data % Level of public interest  % Public information strategy  % Speaker preparation  % News releases, fact sheets, video, photos, and news clips  % Interview, news brief, and town meeting schedules  % Media analysis	% Initial incident brief % Appointment of Information Officer  %Command Message(s) (see glossary)  % News release authority

Response Position	Activities that call for Information Exchange	Information and Resources Exchange	
		From Information Officer To Response Position	From Response Position To Information Officer
Planning Section Chief	% Planning meeting	% Interview, news brief, and town meeting schedule  % News releases, fact sheets, video, photos, and news clips	% Incident situation status data (continuous)  % Daily meeting schedule  % Copy of Incident Action Plan (see glossary)
Operations Section Chief	% Operations briefing (continuous)	% News releases, fact sheets, video, photos, and news clips  % Names of people needing air/vessel transportation	% Incident situation data  % Air/vessel transportation for JIC personnel, media, community, and distinguished visitors to incident site
Safety Officer	% Initial incident brief  % Command staff meeting  % Operations briefing  % JIC personnel, media, community, and distinguished visitors need access to incident site	% News releases, fact sheets, video, photos, and news clips  % Roster of on-site visitors escorted by JIC personnel  % Escorts for media, community, and distinguished visitors to incident site	% Briefing for JIC personnel, media, community, and distinguished visitors  % Personal protective equipment when going on-site
Liaison Officer	% Command staff briefing (as needed)  % Operations briefing (as needed)  % Planning meeting (as needed)	% News releases, fact sheets, video, photos, and news clips  % Escorts for distinguished visitors  % Names of additional agencies, organizations, and stakeholders for inclusion in incident response	% Names and numbers of additional agencies, organizations, and stakeholders to be added to JIC dissemination list

Response Position	Activities that call for Information Exchange	Information and Resources Exchange	
		From Information Officer To Response Position	From Response Position To Information Officer
Logistics Section Chief	% Operations briefing (as needed)	% News releases, fact sheets, video, photos, and news clips	% JIC materials % Specialized clothing % Enough space for at least 12 people to work % Contract assistance for: - Newspaper, television and radio clipping service - Procurement, film processing, video dubbing service and audio/visual support
Finance Section Chief	% Operations briefing (as needed)	% News releases, fact sheets, video, photos, and news clips	% Travel order numbers and accounting data
Response Personnel	% Initial Briefing (as needed)  % Operations Briefing (as needed)	% Speaker preparation  % News releases, fact sheets, video, photos, and news clips	% Spokespeople at news conferences, town meetings, and individual interviews with media

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## Deactivation of JIC

The Incident Commander/Unified Command determines when to deactivate the JIC. This decision usually would be made when the recovery and mitigation operations are underway or complete.

Below are the major steps the IO would take in deactivating a JIC:

- # Notify media of closing and provide regional contact information.
- # Prepare comprehensive deactivation news release for lead-agency Headquarters approval and distribution.
- # Complete after-action report.
- # Return equipment and supplies.
- # Update list of equipment and supplies.
- # Inventory and replenish “go-kits.”
- # Supervise other JIC components in deactivation procedures.



## **Section III**

# **Assistant IO/JIC Manager**

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### **Assistant IO/JIC Manager Position Description**

A Assistant IO/JIC Manager is selected by the Information Officer to supervise the daily operations of the JIC; execute plans and policies as directed by the Information Officer; and provide direction to the Assistant Ios for Internal and External Affairs to ensure that all functions are well organized and operating efficiently. The Assistant IO/JIC Manager should possess public affairs, crisis response, JIC and/or management experience. Personnel are assigned to this position based on training, experience, skills, and ability, not rank or employer.

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### **Major Responsibilities of the Assistant IO/JIC Manager**

The major responsibilities of the Assistant IO/JIC Manager are to:

- # Assume all responsibilities of the Information Officer, as needed
- # Supervise all operational and administrative activities, including staffing and inter-office communications
- # Ensure proper setup of JIC
- # Oversee all operations of the JIC
- # Establish internal communication procedures
- # Set staff work hours and daily operating schedule
- # Ensure that all costs are accounted for; all travel vouchers must be filled out, signed, and filed (original receipts must be included)
- # Ensure that all JIC functions are well organized and operating effectively
- # Edit and obtain approval from the Information Officer for news releases and other for-release documents. In the absence of the Information Officer, release information in accordance with the UC
- # Maintain unit log (ICS Form 214, see Appendix C).

---

## Develop Daily Operating Schedule

The Assistant IO/JIC Manager manages the JIC staff by developing a daily operating schedule, which includes the following steps:

STEP	ACTION	U
1.	Brief first shift of JIC personnel. (See briefing checklist Appendix C)	"
2.	Gather Command Message(s) for Product and Dissemination units from the Information Officer and UC	"
3.	Coordinate with Information Officer and JIC staff on messages and strategies for reaching target audiences	"
4.	Deliver media analysis to Information Officer	"
5.	Ensure preparation for press briefings	"
6.	Ensure morning and afternoon drive-time call-outs are being performed	"
7.	Debrief JIC personnel at the end of shift	"

## **Section IV**

### **Assistant IO for Internal Affairs**

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#### **Assistant IO for Internal Affairs Position Description**

An Assistant IO for Internal Affairs is assigned by the Information Officer or Assistant IO/JIC Manager to supervise the Internal Branch of the JIC. The Internal Branch is composed of:

- # JIC Situation Status Unit
- # Product Unit
- # Photo/Video Assistant
- # Support Unit.

The Asst. IO for Internal Affairs conducts information gathering activities and product development activities in support of the JIC communication efforts. Personnel selected for this position should possess experience in public affairs, crisis response, JIC operations and management. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

---

#### **Major Responsibilities of the Assistant IO for Internal Affairs**

The major responsibilities of the Assistant IO for Internal Affairs are to:

- # Gather, manage, and analyze information from all parts of the JIC and Incident Command Post
- # Display information for use in JIC
- # Provide support for JIC gatherings (e.g., news conferences or town meetings)
- # Develop communication and outreach products based on information from the communications unit (e.g., talking points, briefings, flyers, fact sheets, news releases, and public service announcements)
- # Coordinate security needs with the Security Manager of the Facilities Unit in the Logistics Section of the ICS structure.
- # Establish and implements systems to manage the flow of information

- # Support the development and modification of communications and outreach strategy
- # Support the development of materials needed to support VIP visits to the disaster site, or the Incident Command Post
- # Assume the responsibilities of the Assistant IO/JIC Manager as needed.

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## **JIC Situation Status Unit**

### **JIC Situation Status Assistant Position Description**

A JIC Situation Status Assistant is assigned by the Assistant IO/JIC Manager to manage the information gathering responsibilities in the JIC. Personnel selected for this position should possess some public affairs, ICS, and JIC experience. Selected personnel should be able to work quickly, accomplish tasks with only initial direction, and function efficiently in a high-stress environment.

---

### **Major Responsibilities of the JIC Situation Status Assistant**

The major responsibilities of JIC Situation Status Assistant are to:

- # Gather information about the incident and display it in the JIC so that it is easily accessible to personnel answering inquiries and producing written products
- # Provide all members of the JIC with copies of news releases, fact sheets, current command message(s) and talking points
- # Establish contacts and maintain regular times to pick up information from all branches of the ICS/UCS
- # Maintain information boards in high traffic areas for response personnel
- # Respond rapidly to requests for the latest response information from other units of the JIC
- # Maintain information boards in high traffic areas of the Incident Command Post to keep response community informed.

---

## Produce Information Board

The JIC Situation Status Unit produces information boards at the Incident Command Post for all response personnel, which include the following steps:

STEP	ACTION	U
1.	Identify high-traffic locations for information boards in the Incident Command Post (break rooms, main hallways, etc.).	"
2.	Display current news releases, fact sheets, and incident news clips.	"
3.	Display non-incident/morale boosters – other news, sports, comics, local restaurant menus, etc.	"
4.	Update boards as needed, including after the morning Operations Briefing and in the evening.	"

## Product Unit

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### Product Assistant Position Description

A Product Assistant is assigned by the Assistant IO/JIC Manager to manage the product development responsibilities of the JIC. Personnel selected for this position should possess some public affairs, journalism, ICS, and JIC experience. Selected personnel should be able to type, operate a variety of computers and software, work quickly, and accomplish tasks with only initial direction, and function efficiently in a high-stress environment.

---

### Major Responsibilities of the Product Assistant

The major responsibilities of the Product Assistant are to:

- #Produce media advisories
- #Produce public service announcements
- #Produce written news releases
- #Obtain approval from HQ for all releases, advisories, and other materials (accurate information is essential in preventing public confusion, loss of credibility, and/or adverse publicity)
- #Produce fact sheets.

#### Produce News Releases

The Product Unit should follow these steps to draft and gain approval of a written News Release (Blank news release letterhead is located in this model in Appendix D):

STEP	ACTION	U
1.	Assemble the facts into two or three sentences that answer: <ul style="list-style-type: none"> <li>• who</li> <li>• what</li> <li>• when</li> <li>• where</li> <li>• why</li> <li>• how</li> </ul>	"
2.	List the remaining facts and information in bullet form.  <i>Example: Write what agencies are responding, type and amount of equipment.</i>  <b>NOTE:</b> The release should be only one page in length. If there is a need for additional information about specific topics than a separate fact sheet should be done. Follow steps 3 - 5 for fact sheets and news releases.	"
3.	Spell check and edit the release and give it to the Information Officer for approval.	"
4.	Give approved release to Dissemination and JIC Situation Status units and Incident Commander.	"
5.	Fax to media and other requestors.	"

## Photo/Video Assistant

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### Photo/Video Assistant Position Description

A Photo/Video Assistant is assigned by the Assistant IO/JIC Manager to produce and develop visual records of the incident for the JIC. The Photo/Video Assistant reports to the Product Assistant. Personnel selected for this position should possess extensive photographic, videographic, and some

journalism experience. Selected personnel should be able to operate a variety of 35mm, digital and video cameras, accomplish tasks with only initial direction, and function efficiently in a high-stress environment.

---

## Major Responsibilities of the Photo/Video Assistant

The major responsibilities of the Photo/Video Assistant are to:

- # Produce photographs of newspaper/magazine quality
- # Produce video of broadcast quality
- # Manage all photographers and videographers assigned to the incident.

---

## Information Exchange Matrix

The following Information Exchange Matrix describes what types of information and resources the Photo/Video Assistant should obtain from specific Response positions, as well as what information the Photo/Video Assistant should provide to those same response positions.

Response Position	Materials and Resources Exchange	
	From Response Position to Photo/Video Staff	From Photo/Video Staff to Response Position
JIC Product Assistant	% Photo assignments	% Image support for fact sheets (as needed) % Briefing on activities
JIC Support Unit	Not Applicable	% Photos/video for new briefings % All products that do not have an immediate use - for inclusion in the case book
JIC Situation Status Unit	Not Applicable	% Photos for information boards
Operations Section	% On-water/aerial transportation to sites	Not Applicable
Logistics Section	% Film and blank videotape	Not Applicable
Planning Section	% Assurance that the Documentation Unit is not duplicating image collection efforts	Not Applicable

The Assistant IO/JIC Manager may also assign the Photo/Video Assistant to complete tasks listed on the Information Exchange Matrix in Section II. These tasks focus on information exchanges to the JIC.

## Support Unit

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### Support Assistant Position Description

A Support Assistant is assigned by the Assistant IO/JIC Manager to manage additional activities in support of the Asst. IO for Internal Affairs and his/her staff. Personnel selected for this position should be able to accomplish tasks with only initial direction and function efficiently in a high-stress environment.

---

### Major Responsibilities of the Support Assistant

The major responsibilities of the Support Assistant are to:

- # Provide audio/visual support
- # Provide support for news conferences and town meetings
- # Produce a casebook
- # Clip and distribute all incident-related news or editorial items from print and electronic media
- # Produce briefing packets
- # Coordinate security needs with the Security Manager of the Facilities Unit in the Logistics Section.

---

### Provide News Conference/Town Meeting Support

The Support Assistant will provide support to the JIC for news conferences and town meetings. The unit will need to coordinate with the Logistics section to:

STEP	ACTION	U
1.	Secure a space for the event.	"
2.	Provide and set up chairs, tables and lectern.	"
3.	Set up microphone and public address system if necessary.	"
4.	Set up supporting graphic material near spokespeople.	"
5.	Set up overhead projector, televisions/VCRs, and/or computers for supporting visuals.	"

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## Produce a Casebook

A casebook is a compilation of all public information about the incident that can be used for post incident information requests, evaluations and provides a case history that can be used as a reference for future events.

A copy of the casebook should be given to each of the major participants in the response. The casebook should contain:

- # All news releases, fact sheets, talking points and command messages generated by the JIC
- # Copies of all news clippings
- # Copies of all JIC produced video and photographs
- # Copies of all incident-specific reports that contain daily updates, pollution reports, situation reports, etc.

<b>NOTE:</b> The casebook would not include incident action plans.
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## Information Exchange Matrix

The following Information Exchange Matrix describes what types of materials and resources the Support Assistant should obtain from specific response positions, as well as the information the Support Assistant should provide to those same response positions.

Response Position	Materials and Resources Exchange	
	From Response Position to Support Unit	From Support Unit to Response Position
Logistics Section	% Space, chairs, lectern, tables, PA system and other materials for news conferences  % Security service for the JIC/JIC visitors passes	Not Applicable
JIC Situation Status Asst.	Not Applicable	% Copies of print news clips for analysis
JIC Services Asst.	% Copies of Command Message(s), talking points and speaker prep sheets	% Copies of electronic and print news clips for analysis
JIC Product Asst.	% Copies of press releases and fact sheets for briefing packs and news conferences	Not Applicable

Response Position	Materials and Resources Exchange	
	From Response Position to Support Unit	From Support Unit to Response Position
JIC Photo/Video Asst.	% Photos/video for news conferences  % All products that do not have an immediate use - for inclusion in the casebook	Not Applicable
Asst. IO for Internal Affairs in the JIC	% Copies of daily updates, pollution reports, situation reports, etc. - for inclusion in the casebook	Not Applicable
JIC Dissemination Asst.	% Copies of media list	Not Applicable

The Assistant IO/JIC Manager may also assign the Support Assistant to complete tasks listed on the Information Exchange Matrix in Section II. These tasks deal with information exchanges outside of the JIC.

## **Section V**

### **Assistant IO for External Affairs**

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#### **Assistant IO for External Affairs Position Description**

An Assistant IO for External Affairs is assigned by the Information Officer or Assistant IO/JIC Manager to supervise the External Branch of the JIC, which includes the:

- # Dissemination Assistant
- # Scheduling Assistant
- # Preparation Assistant
- # Asst. IO for Community Outreach
- # Protocol Support Assistant

The Assistant IO for External Affairs interacts with stakeholders, monitors stakeholder information needs, and distributes information in a timely and effective manner. Personnel selected for these positions should possess experience in public affairs, crisis response, JIC operations, management, as well as have demonstrated skills in interacting with the public and media. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

---

#### **Major Responsibilities of the External Branch**

The major responsibilities of the Assistant IO for External Affairs are to:

- # Schedule participants in JIC activities
- # Prepare speakers prior to interviews
- # Conduct news conferences and town meetings
- # Analyze print and electronic news clips
- # Provide escort services to the media
- # In coordination with the Liaison Officer, provide escort service as needed for community, distinguished, and congressional visitors
- # Develop and implement community outreach programs
- # Provide protocol support to the Liaison Officer
- # Provide reception and phone screening support
- # Monitor and maintain audience and stakeholder relations
- # Support agency and team coordination
- # Identify mis-information or rumors that may affect response.

## Dissemination Unit

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### Dissemination Assistant Position Description

A Dissemination Assistant is assigned by the Assistant IO/JIC Manager to manage the distribution of information regarding the event. Personnel selected for this position should have experience interacting directly with the media, should be able to speak clearly and concisely, be able to accomplish tasks with only initial direction, and function efficiently in a high-stress environment. Depending on region, bilingual personnel may be needed in this unit.

---

### Major Responsibilities of the Dissemination Assistant

The major responsibilities of the Dissemination Assistant are to:

- # Determine primary newspaper, radio and television outlets and identifies other significant outlets, such as internet, trade publications, etc.
- # Produce detailed accounts of calls, including name and organization, phone numbers, nature of inquiry, and results
- # Maintain a comprehensive and current media list containing points of contact, phone, pager, cellular and fax numbers, and e-mail and postal addresses
- # Maintain a comprehensive and current media log containing the date, name of Public Affairs Officer responding, reporter, action taken, nature of inquiry, fax number, and telephone number
- # Maintain a comprehensive and current list of community leaders and points of contact that contain phone and fax numbers, e-mail and postal addresses
- # Maintain a comprehensive and current list of interested stakeholder phone and fax numbers or e-mail addresses and gives a copy to the Liaison Officer
- # Send written material to requestors as it is approved via fax, e-mail, and internet
- # Staff the phones with people able to answer calls, possibly in more than one language, from local, state, national and international media, the community and governmental entities
- # Record questions that can not be answered immediately and calls back when the answers are found
- # Respond to routine inquiries using talking points, speaker preparation, news releases, and fact sheets
- # Maintain a comprehensive and current log of information released; all informational materials should be kept on a computer diskette and a diskette directory should be maintained

- # Follow up faxed news releases with calls to the media
- # Promote story and feature ideas to target media
- # Release telephone number(s) for community volunteers and set up a recorded message after hours telling them when to call back
- # Provide a detailed list of volunteers that call into the JIC, including name, phone number, and nature of their offer (skills, food donations, availability, etc.) to the Volunteer Coordinator.

## **Scheduling Unit**

### **Scheduling Assistant Position Description**

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A Scheduling Assistant is assigned by the Assistant IO/JIC Manager to manage the coordination of meetings, interviews, and engagements. The Scheduling Assistant reports to the Dissemination Assistant. Personnel selected for this position should have good interpersonal skills, the ability to accomplish tasks with only initial direction, and function efficiently in a high-stress environment.

---

### **Major Responsibilities of the Scheduling Assistant**

The major responsibilities of the Scheduling Assistant are to:

- # Prepare appropriate personnel for speaker preparation, news conferences, town meetings, single media interviews, and special events
- # Schedule appropriate spokespersons necessary to conduct interviews with the media, community, and distinguished visitors
- # Schedule designated spokespersons to receive speaker preparation prior to each interview
- # Advise the Information Officer and Assistant IO/JIC Manager on times for news conferences and town meetings
- # Schedule field escorts in coordination with Protocol Support Assistant
- # Establish a daily drive-time call-out schedule that meets local radio and television deadlines. This will vary with each incident.

## Preparation Unit

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### Preparation Assistant Position Description

A Preparation Assistant is assigned by the Assistant IO/JIC Manager to manage special services required by the JIC such as speaker training, media analysis, and on-site escorts. Personnel selected for this position should possess extensive media relations, crisis response, and ICS experience, and have demonstrated skills in interacting with the public and media. Personnel should also have good interpersonal skills, risk communications experience, the ability to accomplish tasks with only initial direction, and function efficiently in a high-stress environment.

---

### Major Responsibilities of the Preparation Assistant

The major responsibilities of the Preparation Assistant are to:

- # Prepare all spokespersons prior to interviews
- # Conduct speaker preparation for Dissemination Assistant
- # Provide escorts to the field and Incident Command Post for media, community and distinguished visitors
- # Analyze information gathered through news clips, telephone conversations, town meetings and news conferences
- # Prepare for news conferences and town meetings.

---

### Speaker Preparation

The following checklist should be used by the Preparation Assistant to prepare personnel for speaking to the general public and media during phone interviews, on-camera interviews, news conferences, or town meetings. (See Appendix C for Speaker Preparation Worksheet.)

STEP	ACTION	U
1.	<p>Prepare a statement of commitment, empathy or concern to use as an introduction.</p> <p>Put yourself into the shoes of your audience and address what they are most concerned about.</p> <p><i>Example: “Before I give you an update of the incident, I’d like to say that our number one concern is the safety of the community.” or “The most important objective in our operation is returning the river to the pristine state it was in before ... .”</i></p> <p>NOTE: From this point on, sentences should be short – 7 to 12 words in length.</p>	“
2.	<p>Prepare one to three key messages you want to address and incorporate them into a bridge between step one and the body of your statement.</p> <p><i>Example: “We are removing oil from the environment, protecting sensitive areas and rehabilitating oiled wildlife.”</i></p>	“
3.	<p>Repeat your first message and state two to four facts that support it.</p> <p><i>Example: “We are removing oil from the environment. Our skimmers on the water have removed 500 gallons today. Workers with sorbent pads are combing the beaches. In total, we’ve collected more than one million gallons of oil.</i></p>	“
4.	Repeat Step 3 for the other key messages you may have prepared.	“
5.	Write a bridge between the body of your statement and your conclusion – repeat your one to three key messages again. This should be similar or exactly the same as the bridge in Step 2.	“
6.	State future actions as a conclusion.	“
7.	Reiterate all public contact info, such as hotlines	“

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## Analyze Information

The Preparation Assistant will monitor and analyze the media coverage of the response, and the local community’s concerns about the response. (A job aid for analyzing and coming up with potential solutions for media coverage that does not support Best Response is located in Appendix D.) When appropriate, the Preparation Assistant will make recommendations to improve or increase the coverage and accuracy of information in an effort to alleviate concerns and gain community support.

The major activities involved in analyzing information are:

- # Determining primary newspaper, radio, television and internet outlets to monitor
- # Attending town meetings
- # Conducting door-to-door surveys
- # Tracking incoming phone calls and requests
- # Determining media outlets that reach significant diverse audiences.
- # Gathering perceptions from the media about the progress of the response effort
- # Identifying potential issues, problems, and rumors and report the information immediately to the Information Officer and appropriate agency or office
- # Identifying potential detrimental rumors and rapidly determine effective ways to deal with them
- # Identifying significant diverse communities and determine the most effective ways to communicate with them (e.g. media, fliers, posters, town meeting, etc.)
- # Monitoring the perceptions of the affected communities concerning the progress of the response.

---

### Conduct a News Conference

The following checklist should be used when setting up and running news conferences. Personnel from nearly all positions in the JIC will play some part in this process.

STEP	ACTION	U
1.	Select the appropriate time for the press conference.  <b>NOTE:</b> Should be approximately two hours before the majority of news deadlines or as soon as possible after a major development.	"
2.	Select and schedule a an appropriate location and set up space (audiovisual, chairs, public address system, etc.).  <b>NOTE:</b> The location should be easily accessible, with plenty of parking, power, phones and phonelines, minimal background noise and a good back drop if possible.	"
3.	Notify media of place and time for the news conference.	"
4.	Produce briefing packets for distribution to the media.	"

STEP	ACTION	U
5.	Identify spokespersons, schedule and conduct speaker preparation for as much time as possible before the news conference starts.  <b>NOTE:</b> Speaker preparation is essential before a news conference. Time spent will depend on incident circumstances. Spokespeople should have a message to send (see Speaker Preparation Worksheet in Appendix C) and the answers to all questions that may be asked during the news conference. The UC must be made aware of the importance and consequences of this task.	"
6.	Appoint a news conference moderator – usually the Information Officer, Assistant IO/JIC Manager or member of the Asst. IO for External Affairs – who will: <ul style="list-style-type: none"> <li>• Set the agenda – discuss format</li> <li>• Greet the assembly</li> <li>• Explain the purpose of the news conference</li> <li>• Introduce the speakers</li> <li>• Provide sources for additional information</li> <li>• Control the amount of time spent on any given subject</li> <li>• End the conference on time.</li> </ul>	"
7.	Prepare to assist reporters with any additional needs immediately following the news conference.	"

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## Conduct an Editorial Board

An editorial board is a meeting between the UC and an editor from a media organization, in which reporters may or may not be present. Usually an editorial board is not conducted until several days into an incident. The Editorial Board serves the following functions.

- # Gives the UC a chance to explain in broad terms the policies and positions of the command
- # Provides the editor with a chance to ask questions about the command's policies and positions as they pertain to the response
- # Is normally held in the offices of the editor and typically does not result in a story; it is intended to be used for background in future stories

<p><b>NOTE:</b> Editorial Board participants should receive as much speaker preparation as they would before a news conference.</p>
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## **Assistant IO for Community Outreach**

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### **Assistant IO for Community Outreach Position Description**

The Asst. IO for Community Outreach is assigned by the Assistant IO/JIC Manager to monitor the communities concerns regarding the incident and advise the Information Officer about community information needs. The Asst. IO for Community Outreach reports to the Preparation Assistant. Personnel selected for this position should possess community relations, crisis response, and ICS experience, as well as have demonstrated skills in interacting with the public. Personnel should also have good interpersonal skills, risk communications experience, the ability to accomplish tasks with only initial direction, and function efficiently in a high-stress environment.

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### **Major Responsibilities of the Assistant IO for Community Outreach**

The major responsibilities of the Asst. IO for Community Outreach are to:

- # Determine the information needs of the community in support of the Preparation Assistant
- # Coordinate community outreach programs
- # Establish contact with local community influentials that can provide feedback about how the response is perceived
- # Determine the need for and format of town meetings.

---

### **Conduct a Town Meeting**

The following checklist should be used in setting up town meetings. Personnel from several units of the JIC (e.g., Information Officer, Product Unit, Support Unit, and Preparation Unit) will play some role in conducting this activity. The Asst. IO for Community Outreach may set up a town meeting for the UC. Risk Communication principles note that exhibit hall-type town meetings are far more successful than traditional, sit-down question and answer-type sessions. The Asst. IO for Community Outreach should coordinate for displays, as well as speakers to staff them. The media should be invited to news conferences, as well as town meetings.

STEP	ACTION	U
1.	Select the appropriate time for the exhibit/town meeting.  <b>NOTE:</b> The end of the working day is best. Tuesday and Thursday have proven to generate greater attendance.	"
2.	Select an appropriate meeting format, i.e. open house, audio/visual presentation, panel discussion.	"
3.	Select and schedule an appropriate location.  <b>NOTE:</b> The location should be easily accessible, with plenty of parking, power and minimal background noise.	"
4.	Notify the community of the event.	"
5.	Identify exhibitors from the UC, schedule and conduct speaker preparation and give any assistance with materials for exhibits.  <b>NOTE:</b> Photo/Video Assistant may be able to provide assistance with exhibits.	"
6.	Appoint a town meeting moderator, usually the Information Officer, Assistant IO/JIC Manager or Asst. IO for Community Outreach, who will: <ul style="list-style-type: none"> <li>• Assist in preparing handouts</li> <li>• Coordinate graphics needs</li> <li>• Stay on hand at exhibit hall for any exhibitor needs, or help answer any questions</li> </ul>	"

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## Protocol Support Unit

### Protocol Support Assistant Position Description

A Protocol Support Assistant is assigned by the Assistant IO/JIC Manager to support coordination between a Liaison Officer and the JIC. The Protocol Support Assistant reports to the Preparation Assistant. Personnel selected for this position should possess public affairs, crisis response, and ICS experience, as well as have demonstrated skills in interacting with the public and people from other agencies. Personnel should also have good interpersonal skills, risk communications experience, the ability to accomplish tasks with only initial direction, and function efficiently in a high-stress environment.

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## Major Responsibilities of the Protocol Support Assistant

The major responsibilities of the Protocol Support Assistant are to:

- # Coordinate protocol activities and concerns with the Liaison Officer
- # Ensure escorts are available and scheduled in support of the Liaison Officer
- # Ensure briefing packets are available to both escorts and the Liaison Officer for Congressional and VIP visits
- # Inform appropriate federal, state, and local stakeholders of response activity.

# **Appendix A**

## **Glossary**



The following are acronyms and abbreviations commonly used in the marine, petroleum and environmental fields.

**API:** American Petroleum Institute

**APR:** Air/Purifying Respirator

**ACP:** Area Contingency Plan

**BBL:** Abbreviation for barrel

**CAA:** Clean Air Act

**CDC:** Center for Disease Control and Prevention

**CEMP:** Comprehensive Emergency Management Plan

**CERCLA:** Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (42 U.S.C. 9601 et seq); also known as Superfund

**CFR:** Code of Federal Regulations

**CHEMTREC:** Chemical Transportation Emergency Center (1-800-424-9300)

**CHRIS:** Chemical Hazard Response Information System

**COLREG:** (USCG) Collision Regulations

**COR:** (USCG) Certificates of Registry

**COTP:** (USCG) Captain of the Port

**CVM:** (NOAA) Contingent Value Methodology

**CWA:** Clean Water Act

**Decon:** Abbreviation for decontamination

**DOD:** U.S. Department of Defense

**DOE:** U.S. Department of Energy

**DHHS:** U. S. Department of Health and Human Services

**DOI:** U.S. Department of Interior

**DOJ:** U.S. Department of Justice

**DOL:** U.S. Department of Labor

**DOT:** U.S. Department of Transportation

**DWT:** Dead Weight Tonnage

**EBBS:** (USCG) Electronic Bulletin Board System

**EOC:** Emergency Operations Center

**EPA:** U.S. Environmental Protection Agency

**EQ:** Environmental Quality

**ERT:** Emergency Response Team

**ESD:** Emergency Shutdown Device

**FAA:** Federal Aviation Administration

**FEMA:** Federal Emergency Management Agency

**FOG:** Field Operations Guide (for ICS/UCS)

**FOSC:** Federal On-Scene Coordinator

**FRP:** Federal Response Plan

**FRERP:** Federal Radiological Emergency Response Plan

**FWPCA:** Federal Water Pollution Control Act

**GIS:** Geographic Information System

**GSA:** General Services Administration

**HazCom:** Abbreviation for Hazard Communications Program (29 CFR 1910.1200)

**Hazwoper:** Abbreviation for Hazardous Waste Operations and Emergency Response (29 CFR 110.120)

**IBRRC:** International Bird Rescue Research Center

**IC:** Incident Command/Incident Commander

**ICP:** Incident Command Post

**ICS:** Incident Command System

**IDLH:** Immediately Dangerous to Life or Health

**IO:** Information Officer

**JIC:** Joint Information Center

**LEL:** Lower Explosive Limit

**LO:** Liaison Officer

**LNG:** Liquefied Natural Gas

**LPG:** Liquefied Petroleum Gas

**LOSC:** Local On-Scene Coordinator

**MARPOL 73/78:** International convention for the Prevention of Pollution from Ships, 1973, as modified by the Protocol of 1978

**MSDS:** Material Safety Data Sheet

**MSHA:** Mine Safety and Health Administration (federal)

**MSO:** (USCG) Marine Safety Office

**NCP:** National Oil and Hazardous Substances Pollution Contingency Plan (40 CFR 300)

**NEPA:** National Environmental Policy Act

**NIIMS:** National Interagency Incident Management System

**NIOSH:** National Institute for Occupational Safety and Health

**NLS:** Noxious Liquid Substance (33 CFR 151.47 or 49)

**NMFS:** National Marine Fisheries Service

**NPRM:** Notice of Proposed Rule Making (federal)

**NOAA:** National Oceanic and Atmospheric Administration

**NRC:** National Response Center; also Nuclear Regulatory Commission

**NRDA:** National Resource Damage Assessment

**NRT:** National Response Team

**NSFCC:** National Strike Force Coordinating Center

**NVIC:** Navigation and Vessel Inspection Circular

**OPA 90:** Oil Pollution Act of 1990

**OSC:** On-Scene Coordinator

**OSHA:** Occupational Safety and Health Administration (federal)

**OSRO:** Oil Spill Response Organization

**PEL:** Permissible Exposure Limit

**P & I:** Protection and Indemnity Club

**PIO:** Public Information Office or Officer

**POC:** Point-of-Contact

**PPE:** Personal Protection Equipment

**PPM:** Parts Per Million

**PSI:** Pounds Per Square Inch.

**PSIG:** Pounds Per Square Inch Gauge

**RCRA:** Resource Conservation and Recovery Act

**RRT:** Regional Response Team

**SARA:** Superfund Amendments and Reauthorization Act of 1986

**SCBA:** Self-Contained Breathing Apparatus

**SIT:** Spontaneous Ignition Temperature (SIT); also abbreviation for Situation

**SOSC:** State On-Scene Coordinator

**SSC:** (NOAA) Scientific Support Coordinator

**STEL:** Short Term Exposure Limit

**STORMS:** Standard Oil Spill Response Management System

**TAT:** (EPA) Technical Assistance Team

**TLV:** Threshold Limit Value

**TSCA:** Toxic Substances Control Act

**TSD:** Treatment, Storage and Disposal Facility

**TWA:** Time Weighted Average

**UC:** Unified Command

**UCS:** Unified Command System

**UEL:** Upper Explosive Limit

**USACE:** U.S. Army Corps of Engineers

**USCG:** U.S. Coast Guard

**USFWS:** U.S. Fish & Wildlife Service

**USGS:** U.S. Geological Survey

**USN:** U.S. Navy

**VOSS:** Vessel of Opportunity Skimming System

**VTS:** (USCG) Vessel Traffic Service

**WMD:** Weapons of Mass Destruction

The following are definitions of terms commonly used in the marine, petroleum and environmental fields:

**Absorption:** The process by which one substance draws into itself another substance. Example: a sponge picking up water; an oil absorbent pulling in petroleum products.

**Acute Toxic Effect:** The effect on man of a single exposure of short duration to high concentrations of poisonous compounds or vapors.

**Adsorption:** The process by which one substance is attracted to and adheres to the surface of another substance without actually penetrating its internal structure.

**Agency Representative:** Individual assigned to an incident from an assisting or cooperating agency with full authority to make decisions on all matters affecting that agency's participation. Agency representatives report to the incident liaison officer.

**Allocated Resources:** Resources dispatched to incidents that are not yet checked in and available

for assignment.

**Air Purifying Respirator (APR):** A device that fits tightly to the face, covering at least the nose and mouth and removes contaminants from the air by use of a filter cartridge.

**Ambient Conditions:** Normal or typical surrounding temperature and pressure conditions.

**API Gravity:** A scale developed by the API to designate oil's specific gravity, or the ratio of the weights of equal volumes of oil and pure water. API gravity is dependent on temperature and barometric pressure, and therefore generally measures at 16 degrees C and 1 atmospheric pressure. Oils with low specific gravity have high API gravity and vice versa. API specific gravity can be calculated using the following formula:  
API Gravity =  $(141.5 / \text{Specific gravity} \times 16 \text{ degrees C}) - 131.5$

**Assigned Tactical Resources:** Resources

performing an active assignment.

**Aromatic Hydrocarbons:** Hydrocarbons characterized by unsaturated ring structures of the carbon atoms. Commercial petroleum aromatics are benzene, toluene and xylenes. Aromatics are the heaviest, have the highest boiling points and are the most toxic of the crudes.

**Asphalts:** A black or brown hydrocarbon material that ranges in consistency from a heavy liquid to a solid. The most common source of asphalt is the residue left after the fractional distillation of crude oils. Asphalt is used primarily for surfacing roads.

**Auto Ignition Temperature:** The lowest temperature to which a solid, liquid or gas must be raised to cause self-sustained combustion.

**Available Tactical Resources:** Resources ready for assignment. All resources in staging area should be available.

**Ballast:** A substance (usually sea water) carried aboard waterborne vessels returning empty of cargo for the purpose of submerging the propeller and rudder sufficiently and/or maintaining stability.

**Barrel (bbl):** A common unit of measure of liquid (volumetric) in the petroleum industry; it equals 42 U.S. standard gallons or 0.136 tonnes at 60 degrees Fahrenheit or approximately 160 liters.

**Barrier or Containment Barrier:** With respect to oil spill cleanup, any non-floating structure which is constructed to contain or divert spilled oil. Barriers are generally improvised and, unlike booms, are usually left in place until the cleanup program is complete. Sorbent materials may be used in the barrier construction to simultaneously recover spilled oil. Barriers are most frequently used in streams or ditches too shallow for conventional floating booms, and are almost always staked downstream of the spill site.

**Berm:** (1) A raised shoulder or dike around a tank or tank farm, providing a reservoir should any oil be discharged from the tanks. (2) A low impermanent, nearly horizontal or landward-sloping beach, shelf, ledge, or narrow terrace on

the back-shore of a beach, formed of material thrown up and deposited by storm waves; it is generally bounded on one side or the other by a beach ridge or beach scarp. Some beaches have no berm, others may have one or several.

**Biodegradable:** The property of a material to decompose naturally.

**Biodegradation:** The degradation of substances resulting from their use as food energy sources by certain microorganisms including bacteria, fungi, and yeast. This process with respect to oil is slow and limited to great extent by temperature, nutrients, and oxygen availability. Although more than 10 microorganisms have the ability to utilize hydrocarbons as energy sources, no single species can degrade more than 2 or 3 of the many compounds found in oil.

**Biological Agent:** Microorganisms (primarily bacteria) added to the water column or soil to increase the rate of biodegradation of spilled oil. Alternatively, nutrients added to the water (in the form of fertilization) to increase the growth and biodegradation capacity of microorganisms already present.

**Bioremediation:** The use of biological processes to remediate contamination; typically refers to the use of microbes (usually bacteria; sometimes algae and fungi) to degrade hazardous wastes. Microbes are used to speed up the natural breakdown of oil into harmless fatty acids.

**Bitt:** Short metal columns (usually two) mounted on a base plate attached to the deck for the purpose of securing wire ropes, hawsers and the like, which are used to tie a vessel to a pier or tugboat.

**Bitumen:** Any of various mixtures of hydrocarbons (as tar) often together with their nonmetallic derivatives that occur naturally or are obtained as residues after heat-refining naturally occurring substances (as petroleum).

**Blank Flange:** A flat plate added to a piping system for the purpose of closing off the line. This is sometimes known as a blind flange.

**Boiling Point:** (1) temperature at which the vapor pressure of a substance is equal to atmospheric pressure. (2) The temperature which a liquid begins to boil; specifically, the temperature at which the vapor pressure of a liquid is equal to the atmospheric or an oil-in-water emulsion which is subsequently flushed from the shoreline with water hoses or through natural wave action.

**Boil Off:** The vaporization of Liquefied Natural Gas (LNG).

**Bonding (Electrical):** The connecting of metal parts to ensure electrical continuity; for instance, grounding a pipe via a wire to a dock.

**Boom (Containment):** A mechanical device used to contain and hold oil or other substances from spreading. Basic components of an oil containment boom are flotation, a skirt, ballast and tension member.

**1. Flotation**—Every oil containment boom requires a flotation section in order to keep the boom on the surface of the water. The flotation unit in the case of many booms acts as the freeboard portion of the boom.

**2. Skirt**—The skirt or fin provides the bottom barrier portion of the boom, which prevents the oil from passing by the containment boom. The skirts vary in their depth below the water depending on their particular application.

**3. Ballast**—Ballast is used along the bottom or lower edge of the skirt in order to keep the skirt in a vertical position in the water. This ballast is made in a variety of sizes and materials, from pieces of lead to continuous links of chain or cable.

**4. Tension Member**—The tension member is a cable or chain running the length of the boom and serves to carry the loads imposed on the boom. This tension member can be positioned at the water line or, in many cases, is positioned at the bottom of the boom and acts to provide the secondary function of ballast as well.

**Boom Failure:** Failure of a boom to contain oil due

to excessive winds, waves or currents, or improper deployment. Boom failure may be manifested in oil under flow, oil splash over or structural breakage. Also see **Sheet Sensitivity**.

**Bottom Tension:** Term to describe the function of a type of tension member for a containment boom. The tension member, placed at the bottom, is several inches shorter than the overall length of the boom. This causes the bottom to be under tension and take a definite “set” in the water against a current.

**Branch:** That organizational level having functional/geographic responsibility for major segments of incident operations. The branch level is organizationally between the section and division/group.

**Buddy System:** A system of organizing employees into work groups in such a manner that each member of said group is designated to observe the activities of at least one other member of the work group. Its purpose is to provide quick assistance to each member in the event of an emergency.

**Bulk:** Material that is stored or transported in a loose liquid, powder, or granular form capable of being conveyed by a pipe, bucket, chute or belt system.

**Bulk Carrier:** An ocean-going vessel specifically designed to transport large quantities of a single product such as grain or coal.

**Bunker “B” Oil:** Relatively viscous oil (No. 5 fuel) used primarily as a fuel for marine and industrial boilers.

**Bunker “C” Oil:** Very viscous oil (No. 6 fuel) used as a fuel for marine and industrial boilers.

**Bunkering:** The loading of fuel used on board. The act of filling a ship’s bunker (storage tank) with coal or oil.

**Bunkers:** Fuel for a vessel’s own engines or boilers.

**Burning Agent:** A compound or material, such as gasoline, that is used to ignite and sustain

combustion of spilled oil which otherwise will burn. Burning agents are generally required to burn weathered oils since volatile, low flash point hydrocarbons are rapidly lost through evaporation.

**Camp:** A geographical site within the general incident area, separate from the base, equipped and staffed to provide food, water, and sanitary services to incident personnel.

**Canister:** A container with a filter, sorbent, or catalyst that removes specific contaminants from the air drawn through it.

**Carcinogen:** A chemical substance or agent capable of causing or producing cancer.

**Cargo Handling:** The loading, discharging, and transferring of cargo.

**Catalyst:** A substance that starts or accelerates a reaction without taking part in that reaction.

**Catfeed:** Catalytic cracker unit feedstock; heavy, waxy residual petroleum product fed to catalytic cracker unit in a refinery.

**Cathodic Protection:** A method of preventing wastage of a vessel's hull plating due to a combined chemical and electrical reaction caused by the movement of the vessel through the water. The most common method of protection is the mounting of zinc anodes on the hull which waste away instead of the ship's plating.

**Caustic:** Describing an alkali solution chemical action which disintegrates most animal and vegetable matter and, for example, causes chemical burns on the skin.

**Centigrade (Celsius):** The standard Metric temperature scale based on water freezing at 0E and boiling at 100E. The Centigrade and Fahrenheit scales are related by the equation:  $F=(9/5) \times C +32$  or  $C=(5/9) \times F-32$ .

**Certificated:** Applied to vessels, refers to a vessel covered by a Certificate of Inspection issued by the Coast Guard. Applied to personnel employed on a vessel, refers to a certificate of ability issued

by the Coast Guard.

**Certified Gas-Free:** Verification via a document signed by an authorized person, (usually a marine chemist from ashore) which states that a tank, compartment, or container has been tested, using an approved testing instrument and method. And has subsequently proved to be sufficiently free, at the time of the test, of toxic or explosive gases for a specific purpose, such as hot work or entry. If an authorized person is not available, a senior officer present should carry out the test, and the certificate will take the form of an entry in the vessel's log book.

**Check-in:** Location where assigned resources check in at an incident. The locations are: incident command post (resources unit), incident base, staging areas, helibases, and division supervisors (for direct line assignments).

**Chemical Absorption Indicator:** An instrument used to discover the presence of gases or vapor, which works on the principle of discoloring a chemical agent in the apparatus.

**Chemical Agents:** Those elements, compounds, or mixtures that coagulate, disperse, dissolve, emulsify, foam, neutralize, precipitate, reduce, solubilize, oxidize, concentrate, congeal, entrap, fix, make the pollution mass more rigid or viscous, or otherwise facilitate the mitigation of deleterious effects or removal of the pollutant from the water. Term includes dispersants, surface-collecting agents, biological additives, burning agents and sinking agents.

**Chemical Dispersion:** The distribution of oil into the upper portion of the water column caused by the application of a chemical. With respect to oil spills, this term refers to the creation of oil-in-water emulsions by the use of chemicals made for this purpose. In regard to shoreline cleanup, chemical dispersion is the process of spraying chemical dispersants to remove stranded oil from rocky shoreline areas which are not considered biological sensitive. Dispersants are usually sprayed on the contaminated surfaces at low tide and allowed to mix with the oil through natural wave action on the incoming tide. This forms an oil-in-water emulsion, which is subsequently flushed from the shoreline

with water hoses or through natural wave action.

**Chemical Treatment Agent:** Chemical treatment agent is a collective term for a class of materials used to treat oil spills. Chemical dispersants are a subset of this class.

**Chock:** A heavy smooth-surfaced fitting usually located near the edge of the weather deck: through which wire ropes or fiber hawsers may be led, usually to piers.

**Chocolate Mousse:** Name given to a water-in-oil emulsion containing 50-80% water. These emulsions are very stable, have a butter-like consistency, and are only formed with relatively viscous oil in the presence of considerable wave action. (See also: Emulsification; Water-In Oil Emulsion).

**Chronic Toxic Effect:** The cumulative effect on man of prolonged exposures to low concentration or of intermittent exposures to higher concentrations, of a poisonous compound or vapor.

**Clay:** Soil or sediment particles that are less than 0.004 mm (4 microns) in maximum dimensions. Most clay is produced as a result of the weathering of coarser rock materials. Clay particles are smaller than either sand or silt.

**Cleanup:** For the purpose of this document, cleanup refers to the removal and/or treatment of oil, hazardous substances, and/or the waste or contaminated materials generated by the incident. Cleanup includes restoration of the site and its natural resources.

**Closed Ullaging (Closed Gauging System):** A method of measuring the contents of a tank by means of a device which penetrates the tank, but which is part of a closed system to keep tank contents from being released. Examples are the float-type, electronic-probe, magnetic-probe and the protected sight-glass system.

**Coagulating Agent:** Chemical additives applied to oil to form a more cohesive mass.

**Coaming (Ecology Dam):** A raised steel enclosure

around an oil loading manifold and/or oil transfer header to contain an accidental oil spill. Vessels constructed before July 1, 1974, may use portable waterproof containers, each at least 18 inches deep and having at least a 5 U.S. gallon capacity.

**Coastal Waters:** All U.S. waters subject to the tide; U.S. waters of the Great Lakes; specified ports and harbors on the inland rivers; waters of the contiguous zone (12 nautical miles) or other waters subject to discharges in connection with activities under the Outer Continental Shelf Lands Act, or the Deepwater Port Act. These waters include those contained within the Exclusive Economic Zone (200 nautical miles).

**Cobble Beach:** A beach composed primarily of gravel having a size range from 64 to 256 mm. This type of beach is also referred to as a shingle beach. By comparison, boulder substrates are greater than 256 mm, while pebble substrates range in size from 4 to 64 mm.

**Combustible Gas Indicator:** An instrument used to detect explosive gas/air mixtures; it usually measures concentration in terms of the Lower Explosive Limit (LEL).

**Combustible Liquid:** Any liquid having a flash point above 80E F.

**Command:** The act of directing, ordering, and/or controlling resources by virtue of explicit or delegated authority.

**Command Post/Center:** Location of state, federal, local, and responsible party officials overseeing oil spill cleanup efforts. This place serves as the central location for meetings and briefings and the base for all planning, logistics and finance support activities. Also see **Emergency Operations Center**.

**Compatibility:** A measure of the degree to which structural material, contaminants, and other cargoes react with a particular chemical cargo.

**Compressed Gas:** A chemical that has a boiling point below atmospheric pressure. Such a gas may be carried either at normal temperatures in pressurized tanks or under refrigeration at atmospheric pressure.

**Conduction:** Transfer of heat from one body to another when both are in physical contact.

**Contact Period:** The time required to maximize the efficiency of the sorbent or chemical agent, or the time before plant and animal damage occurs.

**Containment:** The process of preventing the spread of oil beyond the area where it has been spilled in order to minimize pollution and facilitate recovery.

**Containment Barrier:** See **Barrier**.

**Contingency Plan:** (1) A document used by federal; state and local agencies to guide their planning and response procedures regarding spills of oil, hazardous substances, or other emergencies; (2) a document used by industry as a response plan to spills of oil, hazardous substances, or other emergencies occurring upon their vessels or at their facilities. A contingency plan usually consists of guidelines developed for a specific industrial facility or an entire region to increase the effectiveness, efficiency and speed of cleanup operations in the event of an oil spill, and simultaneously protect areas of biological, social, and economic importance.

**Contingent Value Methodology:** The attempt to define non-use values, such as the value a person may place on knowing that a pristine beach exists even if the person does not or may never have used the beach. Developed by the NOAA Damage Assessment Team. In the proposed rules, the federal government would restrict use of the methodology to large spills where it did an extensive damage assessment. It would also typically use only 50% of the CVM figure unless there are strong factors pointing to use of a higher percentage.

**Convection:** Transfer of heat from one place to another by moving gas or liquid.

**Coordination:** The process of systematically analyzing a situation, developing relevant information and informing appropriate command authority (for its decision) of viable alternatives for selection of the most effective combination of available resources to meet specific objectives.

The coordination process does not in and of itself involve command dispatch actions. However, personnel responsible for coordination may perform command or dispatch functions within limits as established by specific delegations, procedures, legal authority, etc.

**Captain of the Port (COTP):** Broadly responsible within respective area for port safety and security, including enforcement of marine environmental protection regulations. Jurisdiction includes all vessels and waterfront facilities.

**Countermeasure:** An action taken to prevent oil spillage, to clean up a spill, or to otherwise mitigate spill impacts.

**Critical Velocity:** The lowest water current velocity that will cause loss of oil under the skirt of a containment boom. Critical velocity varies with specific gravity, viscosity and thickness of the oil slick contained by the boom, as well as the depth of the skirt and position of the boom with respect to the current direction. Critical velocity for most oils in situations where the boom is at right angles to the current is about 0.5/sec. (1 knot). Also see **Boom Failure**

**Crude Oil:** A naturally occurring mixture, consisting predominantly of hydrocarbons and/or of sulfur, nitrogen, and/or oxygen derivatives of hydrocarbons, which is capable of being removed from the earth in a liquid state. Basic types of crudes are aromatics, naphthenics or paraffinics, depending on the relative proportion of these types of hydrocarbons present. Commercial gasoline, kerosene, heating oils, diesel oils, lubricating oils, waxes, and asphalts are all obtained by refining crude oil.

**Decomposition:** Breakdown of a material or substance by heat, chemical reaction, electrolysis, decay, or other processes.

**Decontamination (Decon):** The removal of hazardous substances from personnel and their equipment necessary to prevent adverse health effects.

**Demobilization:** The deactivation of equipment, personnel, and other resources involved in

response operations.

**Demulsibility:** The resistance of oil to emulsification, or the ability of oil to separate from any water with which it is mixed. The better the demulsibility rating, the more quickly the oil separates from water.

**Density:** Density is the term meaning the mass of a unit volume. Its numerical expression varies with the units selected.

**Discharge:** Includes but is not limited to any spilling, leaking, pumping, pouring, emitting, emptying or dumping.

**Dispersant(s):** The term used to describe chemical or other agents which, when agitated with oil, break the oil into small droplets/particles, which then disperse into the water column. A dispersant is a chemical that lowers the interfacial tension between floating oil and water, ideally to near zero. These conditions facilitate the formation of oil droplets with little mixing energy. Once formed, these droplets can be dispersed and degraded in the environment at a faster rate than would occur as a surface slick. Use of dispersants is subject to OSC approval, with approval of the EPA representative to the RRT and the concurrence of the state with jurisdiction over the navigable waters polluted by the spill.

**Dispersion:** The distribution of oil in the upper portion of the water column, either mechanically or chemically.

**Dissolution:** The act or process of dissolving one substance in another. Specifically, a process contributing to the weathering of spilled oil whereby certain "slightly" soluble hydrocarbons and various mineral salts present in oil are dissolved in the surrounding water.

**Distillate:** A refined hydrocarbon that is obtained by collection and condensation of a known vapor fraction of the crude oil.

**Distillate Fuel Oils:** A general classification, for one of the overhead fractions produced from crude oil in conventional distillation operations. The so-called light heating oil, diesel fuels and gas oils

come from this fraction.

**Diurnal Tide:** Having only one high water and one low water each tidal day.

**Division:** An organizational level established to divide response operations into geographic areas.

**Droplet Breakaway:** A type of boom failure resulting from excessive current velocity. In this type of boom failure, the head wave formed upstream of the oil mass contained within a boom becomes unstable and oil droplets are torn off and become entrained in the water flow beneath the boom. Also see **Critical Velocity; Heat Wave; Sheet Sensitivity.**

**Dunnage:** The addition of timber, boards, or panels in a shipping container or a vessel's hull to protect contents against damage,

**Ebb Tide:** The stage of the tide when the water recedes to what is commonly called low tide.

**Ecology Dam:** See Coaming.

**Effective Substitute:** Used or reused as an effective substitute refers to one-to-one replacement of standard ingredients by petroleum contaminated material. An example is the substitution of petroleum contaminated soil/sand in asphalt production to replace the use of soil/sand.

**Emergency Operations Center (EOC):** A facility that could house and support the activity of an emergency entity operating at local, state, regional, or Federal. Also see **Command Post/Center; Incident Command Post.**

**Emulsion:** A mechanical mixture of two liquids, which do not naturally mix, as oil and water. Water-in-oil emulsions have the water as the internal phase and the oil as the external. Oil-in-water emulsions have water as the external phase and the internal phase is oil.

**Emulsification:** The process by which one liquid is dispersed into another in the form of small droplets. Emulsification can occur through mechanical mixing or through application of

chemical dispersants.

**Entrain:** To incorporate with and carry along.

**Entrainment:** To carry along with or under. Mechanically, as in fine drops of oil being carried along with water underneath an oil containment boom.

**Environmental Sensitivity:** The susceptibility of a local environment or area to any disturbance, which might decrease its stability or result in either short or long-term adverse impact. Environmental sensitivity generally includes physical, biological, and socio-economic parameters.

**Evaporation:** The process whereby any substance is converted from a liquid state to become part of the surrounding atmosphere in the form of a vapor. In the case of oil, the rate of evaporation depends on the volatility of various hydrocarbon constituents, temperature, wind and water turbulence, and the spreading rate of the slick. Evaporation is the most important process in the weathering of most oils.

**Evaporation Rate:** A term used to express the relative rate of evaporation for a chemical when compared to the known evaporation rate of standard liquid.

**Exclusion Booming:** The deployment of floating booms to prevent spilled oil from entering a sensitive area.

**Explosion-Proof:** Unable to sustain instantaneous combustion.

**Facility:** Any source of an oil spill as defined by the Federal Water Quality Act. May be anything from a drilling platform to a gasoline can, boat, pickup truck or storage tank.

**Facility Response Plan:** Site specific oil spill response plans that address natural resource protection, response strategies and logistical support. The response strategies are designed around the physical features, (such as environmentally sensitive areas) and the natural cultural, economic resources of the region. The plans are to be used during the first 12 to 24 hours

of a spill response.

**Fairlead:** A fitting or device used to preserve or to change the direction of a rope so that it will be delivered on a straight lead to a sheave drum.

**Federal Radiological Emergency Response Plan (FRERP):** The plan establishing an organized and integrated capability for timely, coordinated response by federal agencies to peacetime radiological emergencies.

**Federal Response Plan (FRP):** Outlines how the Federal Government implements the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, to assist state and local governments when a major disaster or emergency overwhelms their ability to respond effectively to save lives; protect public health, safety, and property; and restore their communities.

**Financial Responsibility:** Section of the Oil Pollution Act of 1990 (OPA 90) which requires vessel owners and operators to demonstrate and maintain evidence of financial responsibility meeting the limits of liability established by OPA 90 Sec. 104 (a).

**Fire Boom:** Oil spill boom designed for use with in-situ burning.

**Fire Point:** The lowest temperature at which oil vaporizes rapidly enough to burn for at least 5 seconds after ignition, under standard conditions.

**Flame Proof:** Unable to sustain combustion.

**Flame Screen:** A portable or fitted device incorporating one or more corrosion-resistant wire woven fabrics of a very small mesh used for preventing sparks from entering a tank opening or for a short period of time preventing the passage of a flame, yet permitting the passage of gas. According to regulation, fitted single screen's mesh is at least 30 by 30; for two fitted screens, the mesh is at least 20 by 20, spaced not less than 1/2 inch or more than 1-1/2 inches apart.

**Flammable:** Capable of being ignited and burning in air.

**Flammable Limits:** See **Flammable Range**.

**Flammable Liquid:** Any liquid which gives off flammable vapors at or below a temperature of 80<sup>E</sup> F. A flammable liquid easily ignites and burns with extreme rapidity.

**Flammable Range:** The limits between the minimum and maximum concentrations of vapor in air, which form explosive or burnable mixtures. Usually abbreviated LEL (Lower Explosive Limit) and UEL (Upper Explosive Limit).

**Flashpoint:** The lowest temperature at which oil gives off sufficient vapor to form a mixture which will ignite, under standard conditions. (See also Boiling Point).

**Flood Tide:** Opposite of ebb tide, commonly called high tide.

**Flushing:** Use of a water stream to make oil flow to a desired location or recovery device.

**Field Operations Guide (FOG):** A pocket guide to the Incident Command System structure.

**Fouling:** Accumulation of oil or other materials, such as debris, that makes a device inoperative.

**Fractions:** Refiner's term for the portions of oils containing a number of hydrocarbon compounds but within certain boiling ranges, separated from pure compounds which have specified boiling temperatures, not a range.

**Freeboard:** The art of a floating boom designed to prevent waves from washing oil over the top. Freeboard is also used to describe the distance from the water surface to the top of the boom. Freeboard is generally also applied to the distance from the deck of a vessel (ship, barge, etc.) to the water line.

**Freezing Point/Melting Point:** The temperatures at which the liquid state of a substance is in equilibrium with the solid state. At a higher temperature the solid will melt, and at a lower temperature, the liquid will solidify.

**Fuel Oil Grade:** Numerical ratings ranging from 1

to 6. The lower the grade number, the thinner the oil is and the more easily it evaporates. A high number indicates a relatively thick, heavy oil. No. 1 and 2 fuel oils are solids, which must be liquefied by heating. Kerosene, coal oil and range oil are all No. 1 oils. No. 3 oil is no longer used as a standard term.

**Fuel Oils:** Refined petroleum products having specific gravity in the range from 0.85 to 0.98 and flash points greater than 55 degrees C. This group of products includes furnace, auto diesel and stove oils (No. 2 fuels); plant to industrial heating fuels (No. 4 fuels oils); and various bunker fuels (No. 5 and No. 6 fuel oils).

**Gas Absorption Detector:** An instrument used for finding the presence of gases, which works on the principle of discoloring a chemical agent in the apparatus.

**Gas Free:** The condition of a tank, compartment or container that has been tested using an appropriate gas detector and found to be sufficiently free, at the time of the test, of toxic or explosive gases for a specified purpose.

**Gasoline:** A mixture of volatile, flammable liquid hydrocarbons used primarily for internal combustion engines, and characterized by a flash point of approximately - 40 degrees C and a specific gravity from 0.65 to 0.75.

**Gelling Agents:** Chemical which increase the viscosity of oil and, in theory, can be applied to an oil slick to reduce its rate of spreading over the water surface; however, gelling agents are rarely used due to their expense, the large volume required, and their slow action.

**General Staff:** The group of incident management personnel comprised of: Incident Commander, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance Section Chief.

**Group:** The organizational level established to divide response operations into functional areas.

**Harmful Quantity:** The amount of oil as defined by the Federal Water Pollution Control Act which

will cause a sheen or discoloration on the surface of the water or deposit a sludge or emulsion beneath the surface of the water or adjoining shorelines or causes a sludge or emulsion to be deposited beneath the surface of the water or upon adjoining surfaces.

**Hazardous Area:** An area in which vapor may be present continuously or intermittently in sufficient concentrations to create a dangerous flammable (and/or toxic) atmosphere.

**Hazardous Substances:** Substances designated by the Environmental Protection Agency (EPA) in 40 CFR 116.4.

**Hazardous Waste:** A waste or combination of wastes as defined in 40 CFR 261.3, or those substances defined as hazardous waste in 49 CFR 171.8.

**Hazard Communications Program (HazCom):** The name given to the federal regulations found in 29 CFR 1910.1200.

**Hazardous Waste Operations and Emergency Response (Hazwoper):** Regulations (29 CFR 110.120) developed by OSHA that cover the health and safety of workers at hazardous waste sites, including emergency response operations at oil spills.

**Header:** A pipe that connects to another pipe or header, by means of a hose, permitting the flow of oil through them.

**Headwave:** As oil builds up behind an oil containment barrier, three areas of turbulence are formed. The area closest to the containment boom remains relatively quiet and stable. The second section behind the stable area is an unstable area 50 to 100 times the film thickness in width. The remaining area behind this unstable area is the leading edge of the oil slick and is called the headwave. As the headwave builds up, in mass, it extends down into the moving water; the drag caused by the current begins to pull the oil droplets away from the headwave and then pulls them under the oil containment barrier.

**Heat Wave:** An area of oil concentration that

occurs behind and at some distance from containment booms. This area of oil thickening is important to the positioning of mechanical recovery devices (e.g. skimmers), and is the region where the droplet breakaway boom-failure phenomenon is initiated when current flow exceeds critical velocity. Also see **Droplet Breakaway**.

**Heavy Ends:** The higher boiling components of a mixture of hydrocarbons.

**Heel:** A small amount of liquid left in a tank.

**Herding Agent:** Chemical agent that confines or controls the spread of a floating oil film.

**Hog:** The upward deflection of a vessel's midbody above its bow and stern caused by excessive loading fore and aft.

**Hot Work:** An activity producing flames or temperatures likely to be sufficiently high to cause ignition of flammable gas. This includes any work involving the use of welding, burning or soldering equipment, blow torches; some power-driven tools; equipment with internal and external combustion engines, and like fire-producing operations.

**Hot Work Permit:** A document issued by an authorized person permitting specific work for a specific time to be done in a defined area employing tools and equipment which could cause ignition of flammable gas. Also see **Hot Work..**

**Hydraulic Dispersion:** One of various shoreline cleanup techniques which utilizes a water stream at either low or high pressure to remove stranded oil. These techniques are most suited to removal of oil from coarse sediments, rocks and man-made structures, although care must be taken to avoid damage to intertidal flora and fauna.

**Hydrocarbons:** Compounds containing carbon and hydrocarbons are gases at room temperature, but with increasing molecular weight, they change to liquid and finally solid form. One of a very large and diverse group of chemical compounds composed only of carbon and hydrogen; the largest source of hydrocarbons is petroleum crude oil.

**Hydrolysis:** The decomposition of a compound by water into two parts, one part then combining with the hydrogen ion from the water and the other part with the hydroxyl ion.

**Hydrophobic:** Lacking an affinity for water.

**Hydrometer:** A device used to measure the specific gravity of a liquid.

**Hydroscopic Tendency:** The readiness of a substance to absorb moisture from the air.

**Hypothermia:** A potentially life threatening condition which occurs when the body loses the ability to maintain a minimum core temperature.

**Ignitable:** Capable of being set afire.

**Immediately Dangerous to Life & Health (IDLH):** An airborne concentration that poses an immediate threat to life or would cause irreversible or delayed adverse health effects or would interfere with an individual's ability to escape from a dangerous atmosphere.

**Impinging:** Releasing a liquid or vapor under pressure in the form of a spray or stream that is directed against a surface.

**Incendiary Spark:** A spark of sufficient temperature to ignite a flammable vapor.

**Incident:** An occurrence or event, either human-caused or natural phenomena, that requires action by emergency service personnel to prevent or minimize loss of life or damage to property and/or natural resources.

**Incident Action Plan:** The incident action plan, which is initially prepared at the first meeting, contains general control objectives reflecting the overall incident strategy, and specific action plans for the next operational period. When complete, the incident action plan will have a number of attachments.

**Incident Base:** The location at which the primary logistics functions are coordinated and administered. The incident base may be collocated with the command post. There is only one base per

incident.

**Incident Commander (IC):** The person responsible for coordinating and directing all phases and functional components of a spill response.

**Incident Command System (ICS):** A method by which the response to an extraordinary event, including a spill, is categorized into functional components and responsibilities for each component assigned to the appropriate individual or agency.

**Incompatible:** Materials that could cause dangerous reactions from direct contact with one another.

**Industrial Hygiene:** The study and control of occupational factors that may cause sickness, impaired health, or significant discomfort of employees.

**Inert Gas:** A gas, which will not support combustion and will not react with the cargo.

**Inerting:** Filling and maintaining the cargo tanks and associated piping systems with an inert gas.

**Information Officer (IO):** The member of the Command Staff responsible for interfacing with the public. There is only one Information Officer per incident.

**Ingestion:** The act of introducing a substance into the body via the digestive system.

**Inhalation:** The process of drawing air into the lungs; breathing.

**Inhibiting Chemical:** A chemical to which an inhibitor has been added.

**Inhibitor:** Substance used to prevent any chemical reaction.

**Initial Attack:** Resources initially committed to an incident.

**Initial Cleanup:** Remedial action at a site to eliminate acute hazards associated with a spill. An Initial Cleanup action is implemented at a site when

a spill of material is an actual or potentially imminent threat to public health or the environment, or difficulty of cleanup increases significantly without timely remedial action. All sites must be evaluated to determine whether Initial Cleanup is needed. The goal of Initial Cleanup is total cleanup, however, this will not be possible in all cases due to site conditions (e.g. a site where overland transport or flooding may occur).

**Innage:** Space occupied in a product container.

**Inorganic:** Pertaining to, or composed of, chemical compounds that are not organic, that is contain no carbon-hydrogen bonds. Examples include chemicals with no carbon and those with carbon in non-hydrogen-linked forms.

**Irritants:** Chemical substances that may cause inflammatory responses or reactions of the eyes, skin, or respiratory system.

**In-Situ Burning:** One of four oil spill response options in an offshore environment, the others being mechanical cleanup, chemical dispersants, and bioremediation. Controlled on-site burning, with the aid of a specially designed fire containment boom and/or mechanical source. Factors influencing combustion include thickness reduction, vapor loss and dispersion, emulsion formation, oil submersion, wind, waves, air and water temperature, rain or snow, etc. Requires federal and state approval.

**Insulating Flange:** An insulating device placed between metallic flanges, bolts and washers to prevent electrical continuity between pipelines, sections of pipelines, hose strings and loading arms or equipment or apparatus.

**Interceptor Tank:** An on-line tank used to remove undesirable solids or liquids from the normal fluid in the system.

**Interim Storage Site:** A site used to temporarily store recovered oil or oily waste until the recovered oil or oily waste is disposed of at a permanent disposal site. Interim storage sites include trucks, barges, and other vehicles used to

store waste until the transport begins.

**International Bird Rescue Research Center (IBRRC):** California-based organization with experts in the field of oiled bird rehabilitation. Typically, hired by the responsible party to operate a wildlife rehabilitation effort when there are large numbers of oiled birds during a spill. These rehabilitation efforts are coordinated with the U.S. Fish and Wildlife Service and the State Parks and Wildlife Department.

**International Convention for the Prevention of Pollution from Ships, 1973, as modified by the Protocol of 1978 (MARPOL 73/78):** MARPOL Regulation 26 requires certain oil tankers and other ships to carry an approved oil pollution emergency response plan on-board. In response to this requirement, the USCG issued informal guidance to the industry March 5, 1993 in the form of NVIC 2-93.

**Jet Fuel:** A kerosene or kerosene-based fuel used to power jet aircraft combustion engines (See also Kerosene).

**Joint Information Center (JIC):** A media and public information center established and staffed by the agencies of the unified commanders (responsible party, USCG or EPA state and local government). The location for media to receive up-to-date information regarding an incident.

**Jurisdictional Agency:** The agency having jurisdiction and responsibility for a specific geographic area and/or resource.

**Kerosene:** A flammable oil characterized by a relatively low viscosity, specific gravity of approximately 0.8 and a flash point near 55 degrees C. Kerosene lies between the gasolines and fuel oils in terms of major physical properties and is separated from these products during the fractional distillation of crude oils. Uses for kerosenes include fuels for wick lamps, domestic heaters and furnaces; fuel or fuel components for jet aircraft engines; and thinner in paints and insecticide emulsions.

**Knot:** Nautical measure of speed, equal to approximately 1.2 mph.

**Landfill:** A dump that has progressive layers of waste matter and earth.

**Light Ends:** A term used to describe the low molecular weight and volatile hydrocarbons in crude oil and petroleum products. The light ends are the first compounds recovered from crude oil during the fractional distillation process, and are also the first fractions of spilled oil to be lost through evaporation. The lower-boiling components of a mixture of hydrocarbons.

**Lightering:** The pumping or transferring of oil from cargo compartments of a tank vessel to another vessel and/or barge.

**Liquefied Gas:** A chemical which, being a vapor at all normal ambient temperatures and pressures, is liquefied for transportation either by cooling and refrigeration to a temperature below its boiling point or by pressurization at ambient temperatures.

**Liquefied Natural Gas (LNG):** Liquefied C1 and C2 hydrocarbons that can be only liquefied either by refrigeration or by pressurization at ambient temperatures.

**Liquefied Petroleum Gas (LPG):** C3 and C4 are hydrocarbons that can be liquefied at moderate pressure.

**List:** The tilt of a vessel to port or starboard, usually measured in degrees from the vertical.

**Longshore Current:** The wave-generated current in the nearshore zone flowing parallel with the shore.

**Lower Explosive Level (LEL):** The minimum concentration of a vapor in air that forms an explosive mixture.

**Manifold Valves:** In a tanker's plumbing system, the valves immediately adjacent to the ship/shore connecting flanges. Generally, a convenient grouping of valves in a piping system or common pipe.

**Marine Facility:** Any facility used for tank vessel wharfage or anchorage, including any equipment used for the purpose of handling or transferring oil

in bulk to or from a tank vessel.

**Marine Safety Office (MSO):** USCG Marine Safety Office located in or near most U.S. ports.

**Material Safety Data Sheet (MSDS):** Data sheet required by law that describes the characteristics, properties and hazards associated with a specific material.

**Mechanical Removal:** Includes the use of pumps, skimmers, booms, earth-moving equipment, and other mechanical devices to contain the discharge of oil and to recover the discharge from the water or adjoining shorelines.

**Melting Point:** See **Freezing Point**.

**Message Center:** The message center is part of the communications center and is collocated or placed adjacent to it. It receives, records, and routes information about resources reporting to the incident, resource status, and administration and tactical traffic.

**Metric Ton (Tonne):** A unit of mass and weight equal to 1,000 kilograms or 2,205 pounds avoirdupois (1 lb. = 16 oz). In Canada, the metric ton is the most widely used measure of oil quantity by weight. There are roughly 7 to 9 barrels (245 to 315 Imperial gallons) of oil per metric ton, depending on the specific gravity of the crude oil or petroleum product.

**Microorganisms:** Plant or animal life of microscopic or ultramicroscopic size (i.e., not visible to the human eye without the aid of a microscope). Microorganisms are found in the air, water and soil, and generally include the bacteria, yeast and fungi. Some microorganisms are capable of metabolizing hydrocarbons and play a role in the natural degradation of spilled oil.

**Mineral Spirits:** Flammable petroleum distillates that boil at temperatures lower than kerosene, and are used as solvents and thinners, especially in paints and varnishes. Mineral spirits is the common term for some naphthas. Mineral spirits were used extensively in chemical dispersants made before 1970, but are not used in modern dispersants due to their toxicity. Also see **Naphtha**.

**Mobilization:** Movement of oil caused by physical forces such as gravity, tides, or wind. Mobility of oil is limited by its viscosity.

**Mousse:** A type of oil/water emulsion, often referred to as “chocolate mousse” in oil spill cleanup terminology.

**Mucous Membranes:** Lining surfaces of the body; for example, the inside of the nose, throat, windpipe, lungs and eyes.

**Mutagen:** Substance capable of reacting with genes and chromosomes to produce mutations or inheritable genetic alterations in future generations.

**Naked Lights:** Open flames or fires, exposed incandescent materials or any other unconfined source of ignition.

**Naphtha:** Any various volatile and flammable liquid hydrocarbon mixtures used specifically as solvents and diluents.

**Narcosis:** A condition of profound insensibility, sometimes resembling sleep, in which the unconscious person can only be roused with great difficulty but is not entirely indifferent to sensory stimuli. Sometimes manifested by laughter, giddiness or dizziness.

**Narcotics:** Substances that produce narcosis.

**Natural Resource Damage Assessment Trustees (NRDA):** Comprised of representatives from various state agencies that advise state and federal oil spill cleanup officials regarding the protection and restoration of natural resources threatened or damaged by an oil spill.

**Non-Impinging:** The outflow at atmosphere of a liquid or vapor to form a puddle.

**Non-Persistent:** Decomposed rapidly by environmental action.

**Noxious Liquid Substance (NLS):** Each substance listed in 33 CFR 151.47 or 151.49; each substance having an “A”, “B”, “C”, or “D” beside its name in the column headed “Pollution Category” in Table

1 of 46 CFR Part 153; and each substance that is identified as an NLS in a written permission issued under 46 CFR 153.900 (d).

**Odor Threshold:** The smallest concentration of gas or vapor, generally expressed in parts per million (ppm) by volume in air, that can be detected by smell.

**Oil:** Petroleum, in any form, including crude oil, fuel oil, sludge, oil refuse, and refined products. “Oil” for the purposes herein does not include animal or vegetable based oil.

**Oil-in-Water Emulsion:** A type of emulsion where droplets of oil are dispersed through a water matrix. These types of emulsions can occur naturally with their formation and persistence facilitated by addition of chemical dispersants.

**Oil Snares:** See **Pom-Poms**.

**Oil/Water Separator:** A device for separating oil from water.

**Oil Films:** A slick thinner than .0001 inch and may be classified as follows:

<u>Term</u>	<u>Gal/psq Mile</u>	<u>Appearance</u>
“barely visible”	25	barely visible
“silvery”	50	silvery sheen
“slightly colored”	100	trace of color
“brightly colored”	200	bright bands of color
“dull”	666	turns dull brown
“dark”	1,332	much darker brown

*Note: Each 1” thickness of oil equals 5.61 gallons per square yard or 17,378,709 gallons per square mile.*

**Oil Spill Response Organization (OSRO):** An exclusive term referring to all internal and external manpower resources involved in response operations and response support activities.

**Oil Trajectory:** The expected spread of an oil slick which is based on weather conditions, visual observations and computer models.

**Oily Debris:** Includes sorbent pads/boom, protective clothing/gear, soil, sand, rocks, logs, kelp, plastics, mousse, oil/water mixture and animal

carcasses.

**Oily Waste:** Oil contaminated waste resulting from an oil spill or oil spill response operations.

**Oleophilic:** Substance having an affinity for oil.

**Oleophilic Agent:** A material or chemical that has the tendency to attract oil. Chemicals of this type may be used to treat sorbent materials in order to increase their oil recovery capacity.

**On-Scene Coordinator (OSC):** The person responsible for the spill response activities of a single or group of agencies. This person is responsible for coordinating that agency's or group's activities with those of the other OSC's through the ICS and the IC. There may be more than one OSC at a spill (e.g., federal OSC, state OSC, and responsible party OSC) but only one IC.

**Federal On-Scene Coordinator (FOSC)**–USCG for coastal waters; EPA for inland waters and lands.

**State On-Scene Coordinator (SOSC)**–Spill responder responsible for spills of oil and hazardous substances occurring in state.

**Local On-Scene Coordinator (LOSC)**–The person responsible for spill response activities for the involved city, county or tribal government(s).

**OPA 90 Update:** Publication published monthly, by the USCG, which provides an overview of USCG actions taken to implement the Oil Pollution Act of 1990 (OPA 90).

**Open Gauging:** A system that does nothing to minimize or prevent the escape of vapor from tanks when the contents are being measured.

**Operational Period:** The period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan.

**Organic:** A chemical term indicating almost all compounds that contain one or more carbon atoms. Certain materials that contain carbons are considered organic compounds.

**OSRO Rating:** Rating granted by the USCG to classify and certify the capability(s) of an oil spill response organization. Classification categories are assigned according to the organization's recovery capacity. Level E represents the highest recovery capacity and Level A the lowest. Organizations are rated in four areas: R/C: Rivers/Canals; I/N: Inland/Nearshore; O/OO: Offshore/Open Ocean; GL: Great Lakes.

**Outage:** Space left in a product container to allow for expansion during temperature changes it may undergo during shipment and use. Measurement of space not occupied.

**Out-of-Service Tactical Resources:** Not ready for assignment.

**Owner or Operator:** (1) in the case of a vessel, any person owning, operating, or chartering by demise, the vessel; (2) in the case of an onshore or offshore facility, any person owning or operating the facility; and, (3) in the case of an abandoned vessel or onshore or offshore facility, the person who owned or operated the vessel or facility immediately before its abandonment. Note: "Operator" does not include any person who owns land underlying the facility if the person is not involved in the facility's operation.

**Oxidation Or Atmospheric Oxidation:** The chemical combination of compounds, such as hydrocarbons, with oxygen. Oxidation is a process, which contributes to the weathering of oil. However, in comparison to other weathering processes, oxidation is slow since the reaction occurs primarily at the surface, and only a limited amount of oxygen is capable of penetrating the slick or surface oil.

**Oxidizing Agent:** An element or compound that is capable of adding oxygen or removing hydrogen, or one that is capable of removing one or more electrons from an atom or group of atoms.

**Padding:** Filling and maintaining the cargo tank and associated piping system with an inert gas, other gas or liquid, which separates the cargo from the air.

**Pancakes:** Large tar balls that become flattened

when heat is absorbed as they are exposed to sunlight or some other source of heat.

**Paraffins:** Hydrocarbons containing mostly saturated straight and branch chained carbon groups. They are the lightest and perhaps least toxic of all crudes. The bulk of natural or straight run gasoline is composed of paraffins.

**Pebble Beach:** A beach substrate composed primarily of gravel having a size range from 4 to 64 mm. Pebble substrates are finer than cobble and coarser than sand, and can allow stranded oil to penetrate to a considerable depth.

**Permissible Exposure Limit (PEL):** The legal, exposure limit established by OSHA for regulated chemicals. PELs are published by OSHA in 29 CFR 1910.1000. When exposures are maintained at or below the PELs, OSHA believes that nearly all workers may be repeatedly exposed day after day with no adverse effects.

**Penetration:** Downward extent of oil (into the sediments) for each distribution.

**Permafrost:** Permanently frozen subsoil.

**Permeation:** Chemical movement of a contaminant through protective clothing on the molecular level.

**Personal Protective Equipment (PPE):** Any gear, clothing, or other equipment used to protect personnel from known and or suspected hazards.

**pH:** Term used to express the apparent acidity or alkalinity of aqueous solutions; values below 7 indicate acid solutions and values above 7 indicates alkaline solutions.

**Protection and Indemnity Club (P&I):** An insurance organization for marine business.

**Pilot:** A licensed person hired to guide a ship in and/or out of port through dangerous waters.

**Planning Meetings:** Held to identify the organizational, equipment, manpower and support resources needed to achieve the strategic objectives for an operational period.

**Poison:** A toxic substance which, when absorbed into the human body, such as by ingestion, skin absorption, or inhalation, can kill, injure or impair an organism. Notwithstanding the above, corrosive liquids, such as acids which, due solely to their corrosive nature can be fatal if ingested, should not be classed as poisons:

1. **Class A - Extremely dangerous**
2. **Class B - Less dangerous**
3. **Class C - Tear gases or irritating substances**
4. **Class D - Radioactive materials**

**PoisonControl Center:** Usually a hospital that can be telephoned for emergency remedy advice for poison victims.

**Pollutant:** Any material entering the water which is not a normal part of the local environment, or which is in a concentration that is not normal to the local environment.

**Polyethylene:** A polymer (substance composed of very large molecules that are multiples of simpler chemical units) of the alkene, ethylene, which takes the form of a lightweight thermoplastic. Polyethylene has high resistance to chemicals, low water absorption and good insulating properties, and can be manufactured in a number of forms. Polyethylene also has high oleophilic properties and has been used with considerable success as a sorbent for oil spill clean-up.

**Polymerization:** The phenomenon whereby the molecules of a particular compound link together to form extended chains containing from two to thousands of molecules, the new unit called a polymer. A compound may change from a free-flowing liquid to a viscous one or even to a solid thereby giving off a great deal of heat. Polymerization may occur automatically with no external influence; it may occur if the compound is heated or if a catalyst or impurity is added. In some circumstances, it may be dangerous.

**Polyurethane:** Any of a class of synthetic resinous, fibrous or elastomeric compounds

belonging to the family of organic polymers, consisting of large molecules formed by the chemical combination of successive smaller molecules into chains or networks. The best known polyurethanes are the flexible foams used as upholstery material and mattresses, and the rigid forms used as lightweight structural elements including cores for airplane wings. Polyurethane is also the most effective sorbent that can be used for oil spill cleanup and, unlike most synthetic sorbents, efficiently recovers a wide range of different viscosity oils.

**Pom-Poms:** Pom-pom shaped absorbents made of synthetic fibers that “attract” oil. Pom-poms are used individually or tied on long ropes and used to catch oil as it leaches from beaches and rocky areas. Strings of pom-poms are effective in collecting oil in rock or difficult to reach areas where the tide rises and falls. Also **Oil Snares**.

**Pooled Oil:** Oil thickness exceeds 1 cm. This need not be uniform.

**Pour Point:** The lowest temperature at which a substance, such as oil, will flow under specific conditions. The pour point of crude oils generally varies from -57 degrees C to 32 degrees C; lighter viscosity’s have lower pour points. The pour point of an oil is important in terms of impact to the shoreline and subsequent cleanup since free flowing oils rapidly penetrate most beach substrates, whereas semi-solids tend to be deposited on the surface and will only penetrate if the beach material is coarse or the ambient temperature is high.

**Parts Per Million (PPM):** Units used for expressing concentrations of gas and vapors in air. PPM indicates the number of molecules of gas or vapor contained in a million molecules of air. It may also be used to express the concentration of a substance in liquid or solid.

**Pressure-Vacuum Relief Valve (PV Valve):** A dual purpose valve incorporated in the cargo tank venting system of tank vessels, the operation of which, when appropriately set, automatically prevents excessive pressure or vacuum in the tank or tanks concerned.

**Prevention Plan:** A plan that outlines the measures taken by a ship or oil handling facility to prevent oil spills from occurring.

**Prime:** To physically displace the air within a pump with liquid to prevent loss of suction.

**Prime Mover:** Drive machinery including the diesel engine, electric motor, steam turbine and the like.

**Pounds Per Square Inch Gauge (PSIG):** A gauge for reading pressure in which 0 psig indicates an atmospheric pressure, which is approximately 14.7 psi.

**Public:** Those in need of information. The public can be the media, a community or groups within a community, government entities or any other identifiable group.

**Public Information:** Knowledge of an event needed by the various stakeholders. Stakeholders may have ties that are economic, political, environmental or general.

**Rake:** Inclination from the vertical of the mast, smokestack, stem post or the like.

**Rake Tank:** A tank at the extreme, shaped portion of the bow or stern of a barge.

**Reclaimed:** Reclaimed refers to any process that must be utilized to return the product to its pre-spill state and the process for which it was destined.

**Recontamination:** Contamination by oil of an area that was previously cleaned.

**Recovery:** In oil spill cleanup, the entire process of any operation contributing to the physical removal of spilled oil from land, water or shoreline environments. General methods of recovery of oil from water are the use of mechanical skimmers, sorbents, and manual recovery by the cleanup work force. The main method of recovery of oil spilled on land or shorelines is excavation of oiled materials.

**Reforming:** The mild thermal cracking of naphthas to obtain more volatile products, such as olefins,

of higher octane values or catalytic conversion of naphtha components to produce higher octane aromatic compounds.

**Regional Response Team (RRT):** The Federal response organization (consisting of representatives from selected federal and state agencies) which acts as a regional body responsible for planning and preparedness for oil spills and provides advice to the FOOSC in the event of a spill.

**Reid Vapor Pressure (RVP):** The vapor pressure of a liquid determined by laboratory testing in the Reid Apparatus at a standard temperature of 100 degrees F (37.7 degrees C), expressed in pounds per square inch absolute and commonly written "RVP...psi".

**Remote Sensing:** The aerial sensing of oil on the water surface. The primary applications of remote sensing are the location of an oil spill prior to its detection by any other means and the monitoring of the movement of an oil slick under adverse climatic conditions and during the night.

**Remove or Removal:** Refers to removal of oil or hazardous substances from the waters and shorelines or the taking of such other actions as may be necessary to minimize or mitigate damage to the public health or welfare, including, but not limited to, fish, shellfish, wildlife, and public and private property, shorelines, and beaches.

**Reservoir Tank:** A tank that stores liquid until needed.

**Residual Fuel Oils:** Product remaining after the removal, by distillation or other artificial means, of an appreciable quantity of the more volatile components of crude petroleum. Commercial grades of burner fuel oils No. 5 and 6 are residual oils and include bunker fuels and Navy special.

**Residual Oils:** The oil remaining after fractional distillation during petroleum refining; generally includes the bunker fuel oils.

**Resource Damage Assessment:** The monetary damage caused by an oil spill that the spiller must pay. The damage assessment is developed by a

committee comprised of the NRDA Trustees and federal agency and tribal representatives.

**Resources:** All personnel and major items of equipment available, or potentially available for assignment to incident tasks on which status is maintained.

**Response Contractor:** Individual organization, association, or cooperative that provides or intends to provide equipment or personnel for oil spill containment, cleanup, and/or removal activities.

**Respirator:** A device designed to protect the wearer from the inhalation of harmful atmospheres.

**Respiratory Tract:** The air passage from nose to lungs, inclusive.

**Riprap:** A layer of large, durable fragments of broken rock especially selected and graded, thrown together irregularly or fitted together. Its purpose is to prevent erosion by waves or currents and thereby preserve the shape of a surface, slope, or underlying structure. It is used for irrigation channels, river-improvements works, spillways at the dams, and sea walls for shore protection. (2) The stone used for riprap.

**Rookery:** A wildlife nursery or breeding ground.

**Sacrificial Anode:** A piece of metal, usually an alloy or zinc or aluminum, several of which may be installed either to the interior surface of a cargo tank or to the exterior hull surface for the purpose of reducing their deterioration through electrical-chemical reaction.

**Sag:** The downward deflection of a vessel's midbody below its bow and stern caused by excessive loading of the midbody.

**Scuppers:** Openings around the deck of a vessel, which allow water, falling onto the deck to flow overboard. Should be plugged during fuel transfer.

**Section:** That organizational level having functional responsibility for primary segment of incident operations such as: operations, planning, logistics, finance. The section level is

organizationally between branch and incident commander.

**Sedimentation:** Due to weathering the density of some heavy spilled oils may increase and become higher than that of the sea water, so that they sink. Oil may also be absorbed by heavy mineral particles (sand, silt, etc.) and thus sink.

**Sediment:** A general term used to describe or refer to: material in suspension in air or water; the total dissolved and suspended material transported by a stream or river; the unconsolidated sand and gravel deposits of river valleys and coastlines; and materials deposited on the floor of lakes and oceans.

**Seiche:** An oscillation, or sloshing back and forth, of the surface water on an enclosed or semi-enclosed basin.

**Self-Priming:** To automatically expel the air from a pump and replace it with liquid via a Venturi or vacuum pump.

**Semi-Diurnal Tide:** Having two high waters and two low waters each tidal day.

**Sensitivity Maps:** Maps used by the On-Scene Commander and oil spill response team which designate areas of biological, social and economic importance in a given region. These maps often prioritize sensitive areas so that in the event of an extensive spill these areas can be protected or cleaned up first. Sensitivity maps usually contain other information useful to the response team such as the location of shoreline access areas, landing strips, roads, communities, and the composition and steepness of shoreline areas. Maps of this type often form an integral part of local or regional contingency plans.

**Separator Tank:** A tank used to statically separate dissimilar cargo.

**Sheen:** An iridescent appearance on the surface of the water.

**Sheet Sensitivity:** A type of current-induced boom failure resulting from the fact that a boom laced in moving water tends to act like a dam. The

surface water being held back by the boom is diverted downwards and accelerates in an attempt to keep up with the water flowing directly under the boom skirts, and in so doing simultaneously draws oil from the surface under the boom. As a general rule, sheet breakaway will occur when current velocity exceeds 36 cm/sec although skirt depth, oil viscosity, specific gravity, slick thickness, and angle or placement of the boom relative to the current direction have a bearing on this form of boom failure.

**Shingle Beach:** See **Cobble Beach**.

**Shoreline Sensitivity:** The susceptibility of environment to any disturbance that might decrease its stability or result in short or long-term adverse impacts. Shorelines that are most susceptible to damage from stranded oil are usually equally sensitive to cleanup activities that may alter physical habitat or disturb associated flora and fauna. The most sensitive shoreline environments are marshes and lagoons, while exposed coastline, subject to heavy wave action, is generally least affected by oil and/or cleanup activities.

**Silt:** Soil or sediment particles that range in size from 4 to 64 microns. Silt particles are larger than clays (4 microns) but smaller than sand (64 microns to 2 mm).

**Single Resource:** Individual piece of equipment plus the required number of individuals to properly use it.

**Site Specific Health & Safety Plan:** A written plan that addresses the safety and health hazards for each phase of site operations and includes the requirements and procedures for employee protection at a remediation site.

**Skag:** A heavy chain used when necessary in close waters as a drag for steadying a barge under tow.

**Skeg:** A fixed underwater fin used to promote directional stability.

**Skimmer:** A skimmer is an oil recovery device designed to “skim” floating oil from the oil/water

interface. Skimmers employ a variety of mechanical methods to maximize the amount of oil extracted from the water's surface while attempting to minimize the intake of water into recovery systems and hoses. Various types of skimmers are designed to perform under specific conditions, such as heavy, moderate, or light seas, and to recover certain grades of oil, such as high, medium or low viscosity oils. Stationary and portable skimmers, usually deployed with an oil containment boom, are designed solely to recover oil; while advancing skimmers can perform the dual functions of oil containment and oil recovery in a single operation. Skimmers come in a wide range of shapes and sizes. Skimmers generally have a higher recovery rate than sorbents, providing enough oil is present for operation. Skimmers are usually equipped with storage for collected oil.

**Slick:** The common term used to describe a film of oil (usually less than 2 microns thick) on the water surface.

**Slop Tank:** A tank designated to store oily waste for subsequent ecologically approved disposal.

**Sludge Oil:** Muddy impurities and acids that have settled from a mineral oil.

**Solvent:** A chemical agent that will dissolve or disperse other substances.

**Sorbent:** A sorbent is any material that absorbs oil or to which oil adheres. A sorbent should be oleophilic and hydrophobic (i.e., absorbs petroleum or products from 0 to 25 times its weight and repels water). Sorbents are available in many forms—sheets, booms, sweeps, blankets, and loose material—and may be made of polymer beads, synthetic hydrocarbon polymers, cellulose, plastic fiber, and straw.

**Sorbent Barrier:** A barrier which is constructed of or includes sorbent materials to simultaneously recover spilled oil during the containment process. Sorbent booms and barriers are used only when the oil slick is relatively thin since their recovery efficiency rapidly decreases once the sorbent is saturated with oil.

**Sour Crude Oil:** Crude oil containing at least 0.05

cubic feet of dissolved hydrogen sulfide per 100 gallons with dangerously toxic vapors.

**Source Control:** Any number of procedures that may be employed to stop, curtail, and/or inhibit the source of a spill.

**Span-of-Control:** The supervisory ratio of from three to seven individuals with five being established as a general rule of thumb.

**Spark Arrestor:** Any device, assembly or method of a mechanical, centrifugal, cooling or other type and size suitable for the retrenching or quenching of sparks in exhaust pipes from internal combustion engines.

**Specific Gravity:** The ratio of the weight of a substance, such as oil to the weight of an equal volume of water. Buoyancy is intimately related to specific gravity; if a substance has a specific gravity less than that of a fluid, it will float on that fluid. The specific gravity of most crude oils and refined petroleum products is less than 1.0 and therefore, these substances generally float on water. Also see **Surface Tension**.

**Spill:** An unauthorized discharge of oil or hazardous substance.

**Spill Response:** All actions taken in carrying out responsibilities to spills of oil and hazardous materials, e.g., receiving and making notifications; information gathering and technical advisory phone calls; preparation for and travel to and from spill sites; direction of cleanup activities; damage assessments; report writing, enforcement investigations and actions; cost recovery; and program development.

**Spontaneous Ignition Temperature (SIT):** The temperature at which oil ignites of its own accord in the presence of air oxygen under standard conditions.

**Spreading:** When crude oil or refined petroleum product is poured onto clear water surfaces, it tends to spread out to a thin film. Most crude oils spread to a thickness of some tenths of millimeter after one hour, and to only a few microns after two or three hours. In reality, oil, when spilled onto the

sea, will form windrows which are elongated thick patches of oil separated by areas of clear water or water covered by a thin film of oil. The spreading rate will be affected by many factors, such as oil thickness near the source of the spill; type of oil (boiling range, wax content, viscosity, presence of natural surface active compounds); sea state; weather conditions; unimpeded surface area water availability, contamination in the vicinity of the spill, by floating debris; the limitation of free water surface due to seaweed or the presence of natural or man made structures (rock, jetties, etc.); and the modification of the pollutant composition (emulsion build up) may also interfere with the phenomena.

**Stabilized Site:** A site where the immediate dangers have been eliminated; a condition in which a contaminant is no longer migrating off site; the source has been identified; the release has been stopped and the released material has been contained; no further immediate hazards exist; public and environmental health is not at risk of acute exposure.

**Staging Area:** That location where incident personnel and equipment are assigned on a time available basis.

**Short Term Exposure Limit (STEL):** The airborne concentration of a substance to which workers can be exposed to continuously for a short period of time without suffering adverse health effects.

**Stoke:** The unit of kinematic viscosity.

**Strategic Objectives:** Short, concise statements that define broad scale objectives to be achieved or addressed during an operational period.

**Strike Team:** Set number of resources of the same kind and type that can be assembled for a specific mission.

**Stripping:** The removal of the last few gallons of liquid from the bottom of the tank.

**Stuffing Box:** A mechanical seal to prevent fluid leaks around pump shafts or reach rods.

**Sump:** A pit or reservoir that serves as a drain

from which oil can be collected.

**Supratidal:** Above the normal high tide line.

**Surface Tension:** Force of attraction between the surface molecules of liquid. Surface tension affects the rate at which spilled oil will spread over a land or water surface, or into the ground. Oils with low specific gravities are often characterized by low surface tensions and therefore faster spreading rates.

**Surge:** Unsteady fore-and-aft motion of a ship in a seaway, caused by waves and/or weather conditions.

**Sweet Crude Oil:** Crude oil having less than 0.05 cubic feet of dissolved hydrogen sulfide per 100 gallons.

**Tactical Operations Planning Meeting:** Held to develop the tactics that will be used to achieve or address the strategic objectives for an operational period.

**Tank Barge:** Any tank vessel not equipped with means of self-propulsion, generally used for transporting petroleum products.

**Tank Ship:** Any tank vessel that is self-propelled.

**Tank Vessel:** Any vessel specially constructed or converted to carry liquid bulk cargo in tanks.

**Tankerman:** Any person holding a certificate issued by the Coast Guard attesting to his/her competency in the handling of flammable or combustible liquid cargo in bulk.

**Tar:** A black or brown hydrocarbon material that ranges in consistency from a heavy liquid to a solid. The most common source of tar is the residue left after fractional distillation of crude oil.

**Tar Balls:** Compact semi-solid or solid masses of highly weathered oil formed through the aggregation of viscous, high carbon number hydrocarbons with debris that is present in the water column. Tar balls generally sink to the sea bottom, but may be deposited on shorelines where they tend to resist further weathering.

**Target Organ:** Organ or organ system which seems to have the most severe reaction to a particular chemical.

**Task Force:** Any combination of resources that can be assembled for a specific mission.

**Technical Feasibility:** Given available technology, a restoration or enhancement project that can be successfully completed at a cost that is not disproportionate to the value of the resource prior to the injury.

**Technical Specialists:** Personnel with special skills who are activated only when needed.

**Tension Member:** The part of a floating containment boom, which carries the load, placed on the barrier by wind, wave and current forces. Tension members are commonly constructed from wire cable due to its strength and stretch resistance.

**Thief:** A standard device that permits taking a sample from a pre-determined location in the body of oil to be sampled.

**Threshold Limit Value (TLV):** The highest concentration of a harmful substance in air to which it is believed a person may be exposed for eight hours per day for an indefinite period without danger to health.

**Tidal Flats:** Marshy or muddy areas of the seabed, which are covered and uncovered by the rise and fall of tidal water.

**Tidal Variation:** The vertical range between high and low tides.

**Tide Pools:** Permanent depressions in the substrate of intertidal zones, which always contain water but are periodically flushed with successive incoming tides. Tide pools are more frequently located near the high tide mark and often contain abundant flora and fauna that can be adversely affected when spilled oil becomes stranded in these areas.

**Tonnage:** There are various tonnages applied to merchant ships. The one commonly implied is

gross tonnage although tankers and other bulk carriers are often referred to in terms of deadweight.

**1. Gross Tonnage**—100 cubic feet of permanently enclosed space is equal to one gross ton -nothing whatever to do with weight. This is usually the registered tonnage although it may vary somewhat according to the classifying authority or nationality.

**2. Net Tonnage**—The earning capacity of a ship. The gross tonnage after deduction of certain spaces, such as engine and boiler rooms, crew accommodations, stores, equipment, etc. Port and harbor dues are based on this tonnage.

**3. Displacement Tonnage**—The actual weight in tons, varying according to whether a vessel is in light or loaded condition. Warships are always spoke of by this form of measurement.

**4. Deadweight Tonnage**—The actual weight in tons of cargo, stores, etc. required to bring a vessel down to her load line, from the light condition. Cargo deadweight is, as its name implies, the actual weight in tons of the cargo when loaded, as distinct from stores, ballast, etc.

**Toxicity:** The degree to which a particular oil is deemed to be harmful or deadly. May be acute (sudden) or chronic (long-term).

**Trim:** The difference between the draft forward and the draft aft.

**Tsunami:** Long-period water waves generated in the ocean by fault displacements or other abrupt ground movements on the sea floor; waves may reach tens of feet in height.

**Tundra:** A treeless area of Arctic regions having permanently frozen subsoil and low-growing vegetation. It is a fragile environment; trampled plants take much longer to recover than in temperate climates.

**Turbid:** Having sediment or foreign particles stirred up or suspended.

**Time Weighted Average (TWA):** An exposure limit TLV (i.e. TLV-TWA 3 ppm-per 8 hour day).

**Ullage:** The amount by which a tank or vessel lacks being filled. Also see **Outage**.

**Unified Command (UC):** The method by which local, state and federal agencies who have jurisdictional responsibility, and the responsible party at the incident contribute to determining the overall objectives for the incident and select a strategy to achieve the objectives. The UC will:

- (1) Determine their roles and responsibilities for a given incident.
- (2) Determine their overall objectives for management of an incident.
- (3) Select a strategy to achieve agreed upon objectives.
- (4) Deploy resources to achieve agreed upon objectives.

**Unit:** those organizational elements having functional responsibility for a specific incident planning, logistic, or finance activity.

**Upper Exposure Limit (UEL):** The maximum concentration of vapor in air that forms an explosive mixture.

**Vacuum Pump:** A pump that evacuates the air from equipment or tanks.

**Vapor:** The gaseous form of a substance, which is normally a liquid or solid when it is at atmospheric pressure and room temperature.

**Vapor Pressure:** The force exerted when a solid or liquid is in equilibrium with its own vapor, depending on its composition and temperature.

**Vector Analysis:** Analysis of the combined force and direction of wind and current at a given location.

**Ventilation:** The replacement of air in an enclosed space by natural or forced means, particularly the replenishment of oxygen for breathing purposes.

**Venting:** The process of air release to and from cargo tanks.

**Vessel Traffic System (VTS):** USCG electronic vessel traffic monitoring system.

**Viscosity:** Property of a fluid (gas or liquid) by which it resists a change in shape or movement. Viscosity notes opposition to flow, and may be thought of as internal friction between the molecules of a fluid. Tar, for example, is very viscous as compared to gasoline. The viscosity of liquid decreases rapidly with an increase in temperature. In oil spill cleanup, the viscosity of oil is important in oil's ability to penetrate shoreline substrate as well as its ability to be handled by most conventional pumps. Viscosity increases as oil weathers since low molecular weight, volatile fractions (light ends) are lost most rapidly. Viscosity of oils is usually expressed as the number of seconds at a definite temperature required for a standard quantity of oil to flow through a standard apparatus.

**Viscous:** Thick, resistant to flow, having a high viscosity.

**Volatile Liquid:** A liquid that vaporizes readily at ambient temperatures.

**Volatility:** The tendency of a solid or liquid substance to pass into a vapor state. Many low carbon number hydrocarbons are extremely volatile and readily pass into a vapor state when spilled. For example, gasolines contain a high proportion of volatile constituents that pose considerable short-term risk of fire or explosion when spilled. On the other hand, bunker fuels contain few volatile hydrocarbons since these have been removed during the fractional distillation refining process.

**Vessel of Opportunity Skimming System (VOSS):** A portable, side-skimming oil recovery system which can be deployed from most work vessels more than 65 feet in length.

**Water Fog:** Very fine droplets of water generally delivered at a high pressure through a fog nozzle on the end of a hose.

**Water-In-Oil-Emulsion:** Type of emulsion where droplets of water are dispersed throughout oil, formed when water is mixed with a relatively viscous oil by wave action. In contrast to oil-in-

water emulsions, this type of emulsion is extremely stable and may persist for months or years after a spill, particularly when deposited in shoreline areas. Water-in-oil emulsions containing 50 - 80% water are most common, have grease-like consistency, and are generally referred to as "chocolate mousse."

**Water Spray:** Water divided into coarse drops by delivery through a special nozzle.

**Water Table:** The fluctuating upper level of the water saturated zone (ground water) located below the soil surface.

**Weapons of Mass Destruction (WMD):** (1) Any destructive device as defined in section 921 of Title 18, U.S.C 2332a, [which reads] any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than four ounces, missile having an explosive or incendiary charge of more than one-quarter ounce, mine or device similar to the above; (2) poison gas; (3) any weapon involving a disease organism; or (4) any weapon designed to release radiation at a level dangerous to human life.

**Weathering:** The exposure of crude oils or light oils to the weather, with subsequent evaporation of the light volatile constituents resulting in loss; in some cases oxidation and polymerizing effects are noted also, particularly with cracked and asphaltic oils. Major processes that contribute to weathering include: evaporation, dissolution, oxidation, emulsification, and microbial degradation.

**Weir:** A vertical barrier placed just below the surface of the water (at the oil-water interface) so that a floating slick can flow over the top into a recovery area while minimizing the amount of water recovered.

**Worst Case Spill:** A term used by USCG to indicate the largest foreseeable discharge in adverse weather conditions meeting the following requirements:

Loss of the entire capacity of all in-line and breakout storage tank(s) needed for the continuous operation of the pipeline(s) used for the purposes of handling or transporting

oil, in bulk, to or from a vessel regardless of the presence of secondary containment; plus

The discharge from all piping carrying oil between the marine transfer manifold and the non-transportation related portion of the facility. The discharge from each pipe is calculated as follows: The maximum time to discover the release from the pipe in hours, plus the maximum time to shut down flow from the pipe in hours (based on historic discharge data or the best estimate in the absence of historic discharge data for the facility), multiplied by the maximum flow rate expressed in barrels/hour (based on the maximum relief valve setting or maximum system pressure when relief valves are not provided, whichever is greater) plus the total line drainage volume expressed in barrels for the pipe between the marine manifold and the non transportation-related portion of the facility.

**Worst Case Discharge:** A term used by U.S. EPA indicating,, depending on risk parameters:

- (1) the total above ground oil storage capacity (plus production capacity if applicable);
- (2) the total above ground capacity of tanks without adequate secondary containment plus an additional volume based on risk parameters;
- (3) 110% of the capacity of the largest single tank within a secondary containment area or 110% of the combined capacity of a group of tanks served by the same secondary containment area, whichever is greater; or
- (4) a combination of the above.

**Yaw:** The rotational motion about a vertical axis.

## **Appendix B**

### Support Materials for the Information Officer



The Information Officer may need access to the following materials and should ensure their availability during an incident. Be advised that these materials may be provided as part of a unit or section specific support kit.

- # Support material (e.g., USCG ICS Field Operations Guide, FEMA Emergency Information Field Guide)
- # Local telephone directory
- # Pens/pencils/note paper/stapler, etc.
- # Blank roster for assisting/cooperating agency and agency representative information
- # Blank roster for stakeholder group and point of contact information
- # Local Area Contingency Plan (ACP) or access to it
- # Portable computer, loaded with database of area stakeholder/political entities
- # Internet capabilities
- # Computer printer
- # Two fax machines with broadcast capability to multiple preprogrammed stations
- # Power strips with surge protector
- # Associated Press stylebook
- # Eight phones/phonelines
- # Dictionary
- # Dry erase boards or three flip charts
- # Poster printer or access to one
- # AM/FM Radio
- # Audio tape recorders
- # Audio cassette tapes (5)
- # Batteries
- # Camera – 35 mm camera and Polaroid cameras
- # Clocks
- # Computers

- # Film – fresh color and black and white 35mm and Polaroid
- # Photocopiers
- # Software for wordprocessing (e.g., Microsoft Word), preparing presentation materials (e.g., Power Point), databases, e-mail, and communication systems
- # Telephone answering machine to answer dedicated lines
- # Telephone/cell phones, pagers
- # Televisions/monitors
- # V.H.S. tapes (15)
- # Video camera
- # Video players/recorders to record broadcast and cable channels
- # Weather radio

## **Appendix C**

### **Sample Worksheets, Checklists, and Forms**



# Joint Information Center Query Record

Person Calling: \_\_\_\_\_

Date/Time of call: \_\_\_\_\_

Organization: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Fax: \_\_\_\_\_

Address: \_\_\_\_\_

Inquiry: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Deadline: \_\_\_\_\_

Person taking call: \_\_\_\_\_

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Reply made by:

\_\_\_\_\_

Date/Time:

\_\_\_\_\_

Reply:

\_\_\_\_\_

\_\_\_\_\_

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# Joint Information Center Rumor Query

Person Calling: \_\_\_\_\_

Date/Time of call: \_\_\_\_\_

Organization: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Fax: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Rumor: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Person taking call: \_\_\_\_\_

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Reply made by:

\_\_\_\_\_

Date/Time:

\_\_\_\_\_

Reply:

\_\_\_\_\_

# IO Daily Brief Checklist

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Time: \_\_\_\_:\_\_\_\_

**Information Officer:** \_\_\_\_\_

\_\_\_\_\_

**Assistant IO/JIC Manager:** \_\_\_\_\_

\_\_\_\_\_

**External Affairs:** \_\_\_\_\_

News

Press Conf: \_\_\_\_\_

\_\_\_\_\_

Inquires: \_\_\_\_\_

\_\_\_\_\_

Scheduler: \_\_\_\_\_

\_\_\_\_\_

**Field Ops**

Field Escorts: \_\_\_\_\_

\_\_\_\_\_

**Support**

Media Analysis: \_\_\_\_\_

\_\_\_\_\_

Speaker Prep: \_\_\_\_\_

\_\_\_\_\_

Editorial Board Prep: \_\_\_\_\_

\_\_\_\_\_

**Community Outreach:** \_\_\_\_\_

Inquiries: \_\_\_\_\_

\_\_\_\_\_

Town Meetings: \_\_\_\_\_

\_\_\_\_\_

Community Analysis: \_\_\_\_\_

\_\_\_\_\_

Volunteer Organizations: \_\_\_\_\_

\_\_\_\_\_

**Protocol:** \_\_\_\_\_

Distinguished Visitor Support: \_\_\_\_\_

\_\_\_\_\_

Protocol: \_\_\_\_\_

\_\_\_\_\_

Escorting: \_\_\_\_\_

\_\_\_\_\_

**Internal Affairs:** \_\_\_\_\_

**Production**

Data Gathering: \_\_\_\_\_

\_\_\_\_\_

Dissemination: \_\_\_\_\_

\_\_\_\_\_

Information Boards: \_\_\_\_\_

\_\_\_\_\_

Written News Releases: \_\_\_\_\_

\_\_\_\_\_

Fact Sheets: \_\_\_\_\_

\_\_\_\_\_

Clippings: \_\_\_\_\_

\_\_\_\_\_

Case Books: \_\_\_\_\_

\_\_\_\_\_

**Support**

Supply: \_\_\_\_\_

\_\_\_\_\_

Photo/Video for Media: \_\_\_\_\_

\_\_\_\_\_

Audio/Visual Support: \_\_\_\_\_

\_\_\_\_\_

# Daily Checklist

- " Brief from off-going shift
- " Develop and monitor information strategies in support of overall response efforts
- " Monitor Joint Information Center's activities to ensure information strategies are being followed
- " Ensure public affairs people in field are given assignments
- " Ensure necessary work space, materials, equipment and personnel are available or requested
- " Receive approval from unified command on all information released from the JIC
- " Maintain high level of understanding of current situation and response operations by attending incident command post briefings
- " Ensure that people in JIC work with the Situation Unit to obtain the most current information
- " Ensure information is being provided to the "Public." This includes internal and external publics
- " Monitor any request identified by either the unified command of JIC as "special." VIPs, special interest, local issues, etc.
- " Provide unified command with timely information about external perceptions, concerns and needs regarding the incident and response
- " Ensure the speakers for the news conferences are prepared by the JIC well before the conferences
- " Represent the unified command during all public functions where the actual members of the unified command are not in attendance
- " Ensure appropriate and timely communications are maintained by the JIC with government, community and media publics throughout the response
- " Ensure all the hard work done by yourself and the members of the JIC is well documented and delivered to the appropriate places
- " Complete Daily Log (ICS-Form 214)
- " Turn in Time Sheets (SF 261)

# Joint Information Center Media Analysis Worksheet

Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

Media outlet name: \_\_\_\_\_

Current release #: \_\_\_\_\_

Daily Broadcast times: \_\_\_\_\_

(If recorded please mark Y or N after time)

Daily coverage synopses: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Issues: \_\_\_\_\_

\_\_\_\_\_

Inaccuracies: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

View points: \_\_\_\_\_

\_\_\_\_\_

Fixes: \_\_\_\_\_

Who replied to: \_\_\_\_\_

# Joint Information Center Field Escort Equipment and Communications Checklist

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**Personal Protective Equipment****Notes:**

" Hard Hat

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" Goggles

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" Gloves

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" Tyvek

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" Rubber Boots

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" Life Jacket

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" Respirator

---

" Level A suit

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" Self-contained Breathing Apparatus

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**Communications**

" VHF radio

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" Cell Phone

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**Information**

" ICS 204

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" Latest situation status

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" Latest news release

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# Speaker Preparation Worksheet

All written responses for steps 1 – 6 from previous page should be put on this sheet.

1. Statement

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2. Key Message(s)

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3 - 4. Key Message(s) with Supporting Facts

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5. Repeat Key Message(s)

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6. Future Action(s)

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# Joint Information Center Spokesperson Request Worksheet

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**Speaker's event:**

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Contact & phone number:

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Date:

---

Time:

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Location:

---

Subject of event:  

---

---

Speaker requested: (if known)

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Speaker assigned:  

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---

---

**Speaker's event:**

---

Contact & phone number:

---

Date:

---

Time:

---

Location:

---

Subject of event:  

---

---

Speaker requested: (if known)

---

Speaker assigned:  

---

# Joint Information Center News Conference/Town Meeting Worksheet

---

Event:

---

Date:

---

Time:

---

Location:

---

---

Moderator:

---

Speakers:

---

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Length of conference or meeting:

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## Exhibits:

1.

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Presenter:

Handout:

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2.

---

Presenter:

Handout:

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3.

---

Presenter:

Handout:

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4.

---

Presenter:

Handout:

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5.

---

Presenter:

Handout:

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## Refreshments:

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## Special needs arrangements:

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## Notes:

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<b>Incident Information</b>		Incident Name		Information as of:	
				Date	Time
Name of Person Reporting the Incident:					
Call Back Number(s) of person reporting the incident:					
<b>Vessel Facility Information and Points-of-Contact</b>					
Vessel/Facility Name			Number of people onboard/on-site:		
Location					
Type of Vessel/Facility:					
Contact/Agent:			Phone:		
Owner:			Phone:		
Operator/Charterer:			Phone:		
Vessel Specific Information					
Last Port of Call			Destination:		Flag:
Particulars: Length:		ft.	Tonnage (Gross/Net/DWT):		Draft Fwd: Aft: Year Built:
Type of Hull: <input type="checkbox"/> Single <input type="checkbox"/> Double <input type="checkbox"/> Double Bottom <input type="checkbox"/> Double Sided					
Hull Material:					
Type of Propulsion: <input type="checkbox"/> Diesel <input type="checkbox"/> Steam <input type="checkbox"/> Gas Turbine <input type="checkbox"/> Nuclear <input type="checkbox"/> Other					
Petroleum Products Onboard: <input type="checkbox"/> Yes <input type="checkbox"/> No					
Type of Cargo:			Total Number of Tanks on Vessel:		
Total Quantity:		Barrels x42=	Gallons Total Capacity:		Barrels
Type of Fuel:			Quantity Onboard:		Barrels
<b>Incident Information</b>					
Location:			Lat/Long		
Type of Casualty: <input type="checkbox"/> Grounding <input type="checkbox"/> Collision <input type="checkbox"/> Allision <input type="checkbox"/> Explosion <input type="checkbox"/> Fire <input type="checkbox"/> Other					
Number of Tanks Impacted:			Total Capacity of Affected Tanks:		
Material(s) Spilled:			Viscosity:		
Estimated Quantity Spilled:		(Gallons/Barrels)	Classification: <input type="checkbox"/> Minor <input type="checkbox"/> Medium <input type="checkbox"/> Major		
Source Secured?: <input type="checkbox"/> Yes <input type="checkbox"/> No		If not, estimated spill rate:		Barrels(Gallons)/Hour	
Notes:					
<b>Incident Status</b>					
Injuries/Casualties:			<input type="checkbox"/> SAR Underway		
Vessel Status: <input type="checkbox"/> Sunk <input type="checkbox"/> Aground <input type="checkbox"/> Dead in Water			Set and Drift:		
<input type="checkbox"/> Anchored <input type="checkbox"/> Berthed <input type="checkbox"/> Under Tow			Estimated time to dock/anchor:		
<input type="checkbox"/> Enroute to Anchorage/Berth Under Own Power			Estimated time of arrival:		
<input type="checkbox"/> Holed: <input type="checkbox"/> Above Waterline <input type="checkbox"/> Below Waterline <input type="checkbox"/> At Waterline			Approximate Size of Hole:		
<input type="checkbox"/> Fire: <input type="checkbox"/> Extinguished <input type="checkbox"/> Burning			<input type="checkbox"/> Assistance: Enroute/On-scene		
<input type="checkbox"/> Flooding <input type="checkbox"/> Dewatering <input type="checkbox"/> Lightening			<input type="checkbox"/> Assistance: Enroute/On-scene		
<input type="checkbox"/> List: <input type="checkbox"/> Port <input type="checkbox"/> Starboard Degrees:			<input type="checkbox"/> Trim: <input type="checkbox"/> Bow <input type="checkbox"/> Stern		
<b>Environmental Information</b>					
Wind Speed:	Knots	Wind Direction:	Air Temperature:	Water Temperature:	
Wave Height:	Feet	Wave Direction:	Conditions:	Tide: <input type="checkbox"/> Slack <input type="checkbox"/> Flood <input type="checkbox"/> Ebb	
Current:	Knots	Current Direction:	High Tide at:		
Swell Height:	Feet	Swell Direction:	Low Tide at:		
ACP, Annex 1, Tab A 8/95					

General Message		
To:	Position	
From:	Position:	
Message	Date:	Time:
Message:		
Signature:	Position:	
Reply:		
Date:	Time:	Signature/Position:





# **Appendix D**

## **Sample Documents**



# Unified Command News Release

Unified Command

*Type unified command entities here*

For more information contact:  
*POC name and telephone number*

Release #: \_\_\_\_\_

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

*Type News Release headline and text here*

# News Conference

## General Guidelines:

As the moderator it is your responsibility to set the tone for the news conference

Have a predetermined message for each news conference. If you do not have a message, you do not need a news conference.

Provide correct spellings for any of the names with peculiar spellings. Ensure you state the person's position in the Unified Command.

Set a time with the your speakers prior to starting the news conference. Stick to that time. Do not let any one person dominate the time during the news conference. Take charge and use time as your authority.

Make yourself available at the end of the news conference. This will build relationships and your trust and credibility with the members of the media attending your news conference.

## Moderator Script:

*Welcome, Ladies and Gentlemen to today's (this morning's, tonight's) NEWS  
CONFERENCE.*

*We will be presenting information on \_\_\_\_\_ today.*

*With us today is \_\_\_\_\_.*

*We will begin today with some brief statements from the representatives of the Unified  
Command. Then we will open the floor to your questions. Because of the on-going  
operations we will be available for \_\_\_\_\_ minutes today. Please allow time for  
everyone here to ask questions.*

*Following the news conference, the Joint Information Center staff and myself will be  
available to help you with any further needs.*

# Sample Advisory

(DR-##)-DR-(STATE)-(ADV#)  
(DATE)

## **DISASTER INFORMATION FROM:**

(Organization)  
(Street Address)  
(City, State, Zip)

## **MEDIA ADVISORY – NOT FOR PUBLICATION OR BROADCAST**

### **JIC AND (STATE) SET UP DISASTER FIELD OFFICE IN (CITY, STATE)**

(CITY, STATE) A JIC/State Disaster Field Office (DFO) is being established in (CITY, STATE) to administer assistance programs available as a result of the President's disaster declaration, (DAY). The Presidential declaration is in response to the damages and losses resulting from (DISASTER).

The address of the DFO is: (LOCATION)

Public affairs officers are available to help with facts about recovery programs and any assistance you may need in providing information to the public about disaster response and recovery programs. (LIST PAO NAMES AND PHONE NUMBERS).

A toll-free disaster registration line is in operation. The number is **1-800-XXX-XXXX**. People with speech or hearing impairments may apply by calling the TTY registration line at **1-800-XXX-XXXX**.

# Sample Advisory

(DR##)-DR-(STATE)-(PR#)  
(DATE)

## DISASTER INFORMATION FROM:

(Organization)  
(STATE Emergency Operations Center)  
(Street Address)  
(City, State, Zip)

**MEDIA CONTACTS:** JIC (PAO name) (phone)  
(State Agency) (PIO name) (phone)

## MEDIA ADVISORY – NOT FOR PUBLICATION OR BROADCAST

### JIC, (STATE) EMERGENCY MANAGEMENT AGENCY TO HOLD NEWS CONFERENCE ON FEDERAL/STATE DISASTER RESPONSE

**WHAT:** Officials from the Joint Information Center (JIC) and the (STATE) Emergency Management Agency will hold a news conference to discuss the federal/state response to the (DISASTER) and answer questions about the response and recovery effort following President (NAME)'s major disaster declaration for (NUMBER) counties in (STATE).

**WHEN:** (TIME), (DAY)  
(DATE)

**WHERE:** (BUILDING NAME)  
(ROOM NUMBER, FLOOR, EXACT LOCATION)  
(STREET ADDRESS)  
(CITY, STATE)  
(ON-SITE TELEPHONE NUMBER)

**PARTICIPANTS:** (FCO NAME), JIC  
Federal Coordinating Officer  
(SCO NAME), (STATE) EMA  
State Coordinating Officer

**BACKGROUND:** President (NAME)'s designation of (NUMBER) counties in (STATE) opens the way for a wide range of disaster assistance for (DISASTER) victims affected by the disaster as well as emergency protective measures and assistance to repair and replace public facilities. Federal Coordinating Officer (FCO NAME) will provide information on the response and recover process now under way and specifics regarding the kinds of assistance available to the residents of (STATE). The (NUMBER) counties designated disaster areas include (LIST COUNTIES).

# Sample Press Release

(DR###)-DR-(STATE)-(PR#)

(DATE)

## DISASTER INFORMATION FROM:

(Organization)  
(Street Address)  
(City, State, Zip)

## MEDIA CONTACTS:

JIC	(PAO name)	(phone)
(State Agency)	(PIO name)	(phone)

## INSPECTORS VISITING DAMAGED PROPERTIES

(CITY, STATE)—Damage inspectors are now in the field visiting people who have filed applications for assistance, (FCO NAME), an official with Joint Information Center (JIC), said in a joint statement with the State Coordinating Officer (SCO NAME).

Residents who have applied for disaster assistance can expect to hear from one or more inspectors who will schedule a visit to look at damaged property, according to the federal and state disaster recovery officials.

One or more different inspectors may come to look at damaged property. FEMA schedules inspections within 7 to 10 days to verify losses. The U.S. Small Business Administration sends loss verifiers to inspect damaged property of those who have submitted completed loan applications. And the Red Cross also sends inspectors to meet with disaster victims and local building and safety inspectors may come to see if damaged structures are safe, (FCO NAME) said.

“We are advising applicants to ask for identification from everyone saying they are damage inspector,” (FCO NAME), serving as federal coordinating officer for disaster recovery operations, said. All inspectors and verifiers carry official photo identification. “If an inspector is not wearing an identification card or badge, ask to see it.”

Almost (NUMBER) (STATE) residents have applied for aid by calling the toll-free registration number at **1-800-XXX-XXXX**. And assistance is still available. Persons who are speech- or hearing-impaired can call **TTY 1-800-XXX-XXXX**.

# Sample Public Service Announcement

(DR##)-DR-(STATE)-(PSA##)  
(DATE)

## DISASTER INFORMATION FROM:

(Organization)  
(Street Address)  
(City, State, Zip)

## MEDIA CONTACTS:

JIC	(PAO name)	(phone)
(State Agency)	(PIO name)	(phone)

## PSA: APPLY FOR DISASTER ASSISTANCE BY PHONE

kill date: until further notice

**:20 SEC**

(STATE) (Pennsylvanians, Marylanders) WHOSE HOMES AND PROPERTY WERE DAMAGED BY THE RECENT (DISASTER) CAN APPLY FOR DISASTER ASSISTANCE BY PHONE. CALL JIC TOLL-FREE AT **1-800-XXX-XXXX**. IF YOUR HOME OR BUSINESS WAS DAMAGED BY THE (DISASTER)... AND IF YOU LIVE OR DO BUSINESS IN (COUNTY) OR (COUNTY)... YOU COULD BE ELIGIBLE FOR DISASTER ASSISTANCE... BUT YOU HAVE TO APPLY... CALL **1-800-XXX-XXXX**. APPLY NOW.

# **Appendix E**

## **JIC Experts List**



# JIC Expert List

## *Who to call for assistance on establishing and staffing a JIC*

<b>Agency</b>	<b>Phone Number</b>
USCG Public Information Assist Team (PIAT) provides:	(252) 331-6000
! In-depth knowledge of the JIC.	
! A 24-hour, seven days a week deployable team, comprised of four people and equipment.	
Pacific Northwest Public Affairs Group provides:	(360) 407-6373
! In-depth knowledge of the JIC.	
Federal Emergency Management Agency (FEMA) provides:	(202) 646-4600
! In-depth knowledge of the JIC.	
! A deployable public affairs team and equipment.	



# **Appendix F**

## **Community Feedback Supplement**



# Joint Information Center Model

(Community Feedback Supplement)

**DRAFT: January, 1999**

Developed for the  
Public Information Assist Team  
National Strike Force Coordination Center  
United States Coast Guard  
by Environmental Programs Directorate  
Navy Environmental Health Center  
2510 Walmer Avenue  
Norfolk, VA 23513-2617  
(757) 363-5548

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## Introduction

The Community Feedback Supplement provides community feedback techniques to help achieve Incident Command System goals and objectives related to community information.

The “Job Aid: Community Feedback Techniques” table on the following page lists action steps to take. The use of the action steps is based on the supplement which has brief descriptions of related information in a question and answer format, has appendices with potential questions, and has four worksheets to record the content of community feedback.

Information obtained from community feedback should help either the Joint Information Center (JIC) staff or Liaison Officer (IO) staff to respond to community perceptions about the response effort and identify community information needs.

## Using Community Feedback Techniques

Step	Action
<b>1</b>	Determine current JIC structure/staffing/resources  # What JIC positions/units are established? # Does the JIC include staff with local knowledge? # What media outlets are monitored by the JIC?
<b>2</b>	Identify currently available information related to feedback  # Does the JIC have community publics identified? # Does the JIC have media contacts identified? # Does the JIC have incident information including press releases?
<b>3</b>	Establish relative priorities for JIC support?  # What is the most important current priority for the JIC? # Does the JIC require feedback type information?
<b>4</b>	Evaluate staff availability to assist with feedback  # Can JIC staff be dedicated to feedback efforts? # Can JIC staff help with feedback efforts while assigned to JIC units? # Does the JIC staff require training in feedback techniques?
<b>5</b>	Select potential feedback techniques for use  # Does the JIC need feedback from community members? # Does the JIC need assessment of media reports? # Does the JIC require triangulation of conflicting information?
<b>6</b>	Prepare plan (actions and milestones) to obtain feedback  # Is collected feedback time urgent? # Is JIC staff available for continuing feedback efforts?
<b>7</b>	Incorporate feedback results into JIC operations  # Does the feedback indicate the need for more community information? # Should specific issues be clarified for community members or media? # Should the JIC re-focus efforts to address community perceptions?
<b>8</b>	Review/evaluate feedback results  # What are the “lessons learned”? # What is the overall community feedback for the incident?

# Section 1

## Role of Community Feedback to Support the JIC

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What is the role of the Joint Information Center?

Multiple public and private agencies often collaborate in responding to emergent environmental, health, and safety incidents. The timely, effective, and efficient flow of information to and from the community and media is integral to a successful incident response.

The Joint Information Center or JIC is the organizational structure used to facilitate the necessary information flow or interchange. The JIC is normally headed by the designated Information Officer. Among the general objections established for the JIC and Information Officer are the following:

- ! Establishing and maintaining community trust and confidence.
- ! Providing timely and accurate information, both written and visual.
- ! Evaluating and responding to community information needs.

The Joint Information Center Model outlines a flexible organizational structure that can range from an initial response effort with an Information Officer and three assistants to the establishment of a much more elaborate JIC. The model specifies “major responsibilities” or objectives for the different units, branches and managers which might be established depending on the breadth of the JIC deemed necessary for a specific incident. Many of the “major responsibilities” are largely impacted by community information needs and the results of community feedback.

Three JIC Assistants or their staffs (Units) are primarily involved with community interaction. The Dissemination Unit has the “major responsibilities” to receive community and media input and to have information on community stakeholders, stakeholders, influentials, and other interested individuals.

The Preparation Unit has the “major responsibilities” to prepare spokespersons, to analyze information, and to evaluate potential issues. Finally, the Asst. IO for Community Outreach has the “major responsibilities” to determine community information needs and to obtain community feedback.

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## What is the role for community feedback in support of the Joint Information Center?

The role for community feedback is primarily to support JIC objectives for information interchange with the community. The need for community feedback is common to all emergency response agencies. Without feedback, response agencies have limited insight into community information needs, their expectations for the role to be played by the response agencies, and the lessons to be learned from specific response efforts. The Joint Information Center Model establishes specific objectives for JIC assistants and units as “goals” or “major responsibilities.”

In general, the objectives normally established for a crisis information center are of two types. The first, and more traditional objective, is the output objective where the crisis information center (e.g., JIC and Information Officer) seek to share information with the community about the incident. The crisis information center produces and distributes press releases, answers questions from community members, and attempts to keep the community updated on the status of the incident.

The second type of objectives is termed impact objectives. Impact objectives represent the potential end result or impact from how the JIC and the response agencies engage in information interchanges with the community

The three most commonly discussed impact objectives are informational, attitudinal, and behavioral.

- ! Informational objectives include issues related to whether the community is exposed to the JIC messages, how well the community comprehends the messages, and the extent to which the community might retain the message over time. As an example, media or JIC messages might create visual images or general picture representations of an issue that are held in a community member’s mind. The JIC informational objective should be to create an image that is appropriate to the incident situation. Community feedback helps to evaluate the actual images held with the community or presented by the news media.
  
- ! Attitudinal objectives include issues related to the knowledge or feelings community members might have toward the response agencies and whether the response effort meets their community expectations. As an example, feedback from the community is important to incorporate into “lessons learned.” Community members might have a specific attitude about the issue, the response agencies, or the messengers who represent the response

agencies. Since attitudes often impact behavior, an understanding of attitudes might help response agencies be better prepared to support the community information needs.

- ! Behavioral objectives include issues related to actions that might be taken by community members based on the incident situation. As an example, the JIC might assist with communicating messages related to protective or corrective actions (or behaviors) required of community members. These behavioral decisions are the results of a community member's evaluations, judgments, and choices among various alternatives.

Community feedback helps to evaluate whether the JIC impact objectives (i.e., informational, attitudinal, and behavioral) have been reached. As an example, the informational objective might be deemed reached based on the ability of the JIC to disseminate specific information about an issue. Alternatively, the behavioral objective might be deemed reached based on an ability to persuade community members to take some protective actions during the incident.

As feasible during the emergent situation, response agencies might obtain community feedback to help in decision-making or information interchanges with the community. Most response agencies prepare an after action report to address "lessons learned." Areas for improvement or "lessons learned" provide a basis for making changes in the response agency's future communication efforts.

## Section 2

# Using the Community Feedback Techniques to Support the JIC

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### Using the community feedback techniques to support the JIC

The “Using Community Feedback Techniques” table lists eight action steps.

Step 1 is to determine current JIC structure, staffing, and resources. In many emergent situations, the initial JIC operation has limited staff and resources. The sections or units tasked in the JIC model to help with community information interchange might not yet be established. JIC staff might not have local area knowledge or experience.

Step 2 is to identify currently available information related to feedback. Of primary importance is identification of community publics and media contacts. JIC staff might not be available to initiate content analysis of community feedback or news media reports or to interview influentials; however, the initial staff can begin to collect such information for later analysis.

Step 3 is to establish the relative priorities for JIC support. The primary JIC effort at this time might be to disseminate basic crisis information. As the situation develops, the JIC might identify a need for community feedback related to whether or not JIC Information is being disseminated to certain community publics.

Step 4 is to evaluate staff availability to assist with community feedback. Even if specific sections or units are not yet established, JIC staff can be designated to initiate selected community publics.

Step 5 is to select potential feedback techniques to use. As an example, additional information on community members might be needed. Section 3 in the supplement describes community points of contact and Appendix 1 has a generic list of community publics to consider. These can be reviewed to begin developing a comprehensive list of points of contact. As a second example, the JIC might want to evaluate community understanding of crisis messages. Section 5 in the supplement describes questions that might be asked and Appendices 2 through 6 list specific questions. Also, Appendix 7 provides an opening statement to preface interviews or discussions with community members.

Step 6 is to prepare and plan (actions and milestones) to obtain feedback. The plan might include assigned JIC staff to evaluate news media reports. Section 6 describes the general approach to media content analysis and Worksheets 1 and 2 provide specific worksheets to document the analysis. Other JIC staff might be

assigned to contact influentials for telephone interviews. Appendices 2 through 6 list specific questions. Appendix 7 provides an opening statement to preface interviews. Worksheets 3 and 4 provide specific worksheets to document a summary of the discussions. These worksheets are suitable to document summaries of other community feedback results such as incoming calls, observations of community interactions, and one-on-one interviews.

Step 7 is to incorporate feedback results into JIC operations. The community feedback as documented on the worksheets should be used to help prepare updated or revised crisis messages, to evaluate community perceptions or concerns, and to identify new community information needs. The results from media content analysis might identify requirements to correct factual misstatements.

Step 8 is to review and evaluate feedback results. Community feedback results from influentials and other community members can help evaluate the overall success of the JIC effort for specific incidents. The community feedback results can be incorporated into the after action report for the incident.

## **Section 3**

### **Community Points of Contact**

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When should community points of contact be identified?

Some response agencies pre-plan the actions that might be taken during an emergent situation. The pre-planning should involve identifying community points of contact and determining baseline evaluation of community information needs.

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Who are the usual community points of contact?

The community points of contact are also known as community members, community publics, community stakeholders, or the affected community. The community points of contact include the persons who live, work, or have an interest in events occurring at a specific location. Often these persons reside in the proximity of the location.

In addition, the points of contact can include those persons who evaluate the issue or situation as having an impact on their values. An example might be environmental activists who respond to all oil spills, irrespective of their geographic location.

Community points of contact include, but are not limited to, the following: local, state, and federal elected and appointed officials; civic, business, and economic group representatives; neighbors, social groups, social agencies, and public health groups; interest groups for environmental, economic, and business issues; local, regional, and national media.

Appendix 1 provides a general list of potential community publics that should be considered during any specific emergent situation.

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Who are the influentials?

Influentials or opinion leaders are the small group of community members who make or have important impact on community decisions, attitudes, or behaviors.

A community member might exert influence by virtue of their position or rank within an important organization. Some community members exert influence based

on their perceived power or their extensive network of community contacts. Some community members have organizational authority to make decisions and so are influential.

Finally, some community members have an established reputation for participation in community issues. Their influential effect is based on their knowledge of issues, their ability to be involved, and their actual participation and interaction. In some situations, an influential can be identified with specific demographic parameters.

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### What is self-identification?

Self-identification involves the community members becoming involved in environmental, health, or safety issues by participating in public meetings, being impacted by ongoing issues, or submitting comments or requesting assistance.

Their involvement helps to identify them as important community members.

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### What is third party identification?

Third party identification involves obtaining feedback from other response agencies, other affected community members, or opinion leaders.

JIC or Liaison Officer staff who have worked with the local community previously usually have work experience or knowledge about community points of contact.

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### What are other methods to identify community points of contact?

Lists of groups or individual community members can be obtained from the yellow pages, chambers of commerce, city directories, direct mailing lists, and contract researchers.

Maps provide a basis for geographic definition of the affected community. Historical analysis considers lists of prior participants, correspondence files, media content analysis, and library files on past issues.

Most yellow pages list numerous categories of potential community contacts. The listing for “mailing lists” includes contract researchers who have or can prepare lists for specific community groups or issues.

## Section 4

### Community Feedback Techniques

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What are recommended community feedback techniques?

Community feedback techniques include the following:

- ! Interviews with community members such as influentials, public officials, community members affected by the incident, or other stakeholders
- ! Content analysis of media reports or community feedback
- ! Observations of community members
- ! Questionnaires to help obtain community perspective on specific issues
- ! Triangulation techniques to further refine the community perspective on issues

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What is the distinction between quantitative and qualitative feedback techniques?

Quantitative techniques are designed to obtain data in a form that can be represented by numbers. This type of community feedback technique has a research design that results in quantities and magnitudes that can be measured, assessed, and interpreted with the use of mathematical or statistical manipulation.

Qualitative techniques are defined as techniques designed to obtain data in the form of words or other indications that do not lend themselves to quantitative analysis. This type of community feedback technique has a research design that requires analysis and interpretation which depends on subjective judgment.

The community feedback techniques used by the JIC are usually qualitative techniques. The subjective judgment or evaluation of the feedback is made by the JIC staff.

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What are the types of community interviews typically used for community feedback?

The interview is one technique of collecting community feedback. Types include:

The intercept interview is a feedback technique in which the interviewer stops persons on the street, in a mall, or some other public location to conduct face-to-face interviews or multi-person interviews.

The one-on-one interview is a less structured feedback method conducted in person by an interviewer with one person from the community at a time. The telephone interview is a technique that involves telephoning community members such as influentials to obtain their response to questions about the incident.

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### What is content analysis?

Content analysis is the review of media reports or community comments to determine the type of information being reported in the media or the type of comments being offered back to the response agency by the community. Areas for evaluation include visual images, information sources, factual statements, and key messages.

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### How do community observations help with community feedback?

Observations involve watching or observing community members in situations where the community member is faced with or is responding to the environmental, health, or safety situation.

An example is observing community members who report to a relocation center or attend a public information meeting. The JIC or Liaison Officer staff who are also at the same relocation center or meeting should observe and listen to community members. Community feedback in an informal situation might help identify community concerns or information needs.

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### What is the role of questions in community feedback?

The role of questions is to help obtain community feedback. The focus of questions can be to information, attitudes, behaviors, or other issues.

Every question should focus directly to a single, specific issue or topic. Questions should be as brief as possible because longer questions are more difficult for community members. Shorter questions are less likely to be misinterpreted.

The meaning of the question should be completely clear to all community members. Clarity requires that virtually all community members interpret the question in the same way.

The questions should be in the “core” vocabulary used by most community members. Grammar and sentences should be understandable to community members.

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### What is triangulation?

Triangulation is an attempt to continually update and revise the JIC or Liaison Officer staff’s understanding of the community perspective using a variety of community feedback techniques.

Various community feedback techniques are used at different times to evaluate current community positions. The most recent feedback results are compared to prior results. A new perspective on community positions is formulated.

Other community feedback techniques are used to reevaluate community positions. Often, the follow-up techniques approach the issues from a slightly different perspective and at a different point in time.



## Section 5

### Questions for Community Feedback

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What is the purpose of questions?

The purpose of questions is to help obtain community feedback on information, attitude, and behavior issues by asking community members to respond to specific questions. The questions should be specific to ICS/UCS, IO/JIC, or Liaison Officer efforts to have an information interchange with the community either as a pre-planning effort or during an actual emergent situation

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What is the difference between open-ended questions and close-ended questions?

An open-ended question is defined as an unstructured question that does not include a list of alternative answers, so that community members can answer in their own words. Open-ended questions are questions that allow community members to provide detailed answers. They encourage detailed responses, which can be later evaluated using content analysis techniques and combined into an overall community response.

A close-ended question is defined as a structured survey question where the alternative answers are listed so that community members must ordinarily pick only from among those answers.

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Why do community members sometimes give answers different from their actual opinions?

Some community members might respond to questions with answers that do not reflect their actual opinions.

Some of the reasons are listed below:

- ! *Social desirability*: response based on what's perceived as being socially acceptable or respectable.
  - ! *Acquiescence*: response based on respondent's perception of what would be desirable to the sponsor.
-

- ! *Yea- and nay-saying*: response influenced by the global tendency toward positive or negative answers.
- ! *Prestige*: response intended to enhance the image of the respondent in the eyes of others.
- ! *Threat*: response influenced by anxiety or fear instilled by the nature of the question.
- ! *Hostility*: response arising from feelings of anger or resentment engendered by the response task.
- ! *Auspices*: response dictated by the image or opinion of the sponsor rather than the actual question.
- ! *Mental set*: cognitions, thoughts, or perceptions based on previous items influence response to later ones.
- ! *Order*: the sequence in which a series is listed affects the responses to the items.
- ! *Extremity*: clarity of extremes and ambiguity of mid-range options encourage extreme responses

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### What are probing techniques in asking questions?

Probing techniques are used to help draw out the community member's response. Probing techniques include the following:

- ! **Echo probe**: Restate the respondent's exact answer (e.g., "I think it's a good plan."), while raising your voice at the end to form a question (i.e., "You think it's a good plan?").
- ! **Reprobe**: Repeat part of the question.
- ! **Silent probe**: Remain silent momentarily.
- ! **Restate probe**: Request the respondent to rephrase his or her previous answer.
- ! **Specification probe**: Ask a question to get a more specific comment.

## Section 6

### Content Analysis

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What is content analysis?

Content analysis can be defined as any technique for making judgments about communications, reports, comments, or messages by using a systematic approach to evaluate the content variables of the messages.

Content analysis usually includes the review of media reports or community member comments to determine the type of information being reported in the media or the type of comments being offered back to the response agencies by the community.

Content variable or areas for systematic evaluation might include the following:

- ! Overall themes or key messages in media reports or comments by community members, with emphasis on negative information, possible misperceptions, or rumors
- ! Statements of information needs or requirements, such as a when community member indicates a lack of information interchange with the response agencies
- ! Visual images reported by the media or described by community members, including metaphors, analogies, or stories
- ! Information sources quoted by media reports or community members, with emphasis on credible sources, influentials, and opinion leaders
- ! Factual statements, with emphasis on technical accuracy

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What is media content analysis?

Media content analysis is the application of content analysis to news media reports. The news media reports can be from radio broadcasts, television reports, or newspaper articles.

The content variables or areas for systematic evaluation of news media reports might include the following:

- ! Length of the report, either as length of broadcast or number of newspaper columns

- ! Placement of the report, either as the lead story on the evening news, a featured story on page one, or else found later in the newscast
- ! Sources quoted in the report, such as response agencies' representatives, community members, subject matter experts, elected officials, or activists
- ! Factual statements which should be validated for accuracy or sources who make statements which represent their opinion or judgment, not necessarily based on scientific evidence
- ! Key messages as stated by the sources, quoted in the report, or implied as the overall theme of the report
- ! Visuals such as pictures, word analogies, or anecdotal stories as the overall theme or background information to explain the environmental, health, or safety issue
- ! Negative words or phrases which might provide a significant influence on the community perception or understanding of the issue

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### What is the purpose of content analysis?

Content analysis is one of several community feedback techniques available to the IO/JIC or Liaison Officer staff.

The purpose of content analysis is to complete a systematic evaluation of available media reports or community comments, record a brief summary on a worksheet, and evaluate the overall significance of the content on the JIC objectives for information interchange with the community.

Community feedback resulting from content analysis might provide a basis for changes in communication efforts or identify a need to correct factual errors.

# Appendix 1

## List of Publics

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### Community Publics

#### Community media

- Mass

- Specialized

#### Community leaders

- Public officials

- Educators

- Religious leaders

- Professionals

- Executives

- Bankers

- Union leaders

- Ethnic leaders

- Neighborhood leaders

#### Community organizations

- Civic

- Service

- Social

- Business

- Cultural

- Religious

- Youth

- Political

- Special interest groups

- Other

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### Government Publics

#### Federal

- Legislative branch

  - Representatives, staff, committee personnel

  - Senators, staff, committee personnel

- Executive branch

  - President

  - White House staff, advisers, committees

  - Cabinet officers, departments, agencies, commissions

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State

Legislative branch

Representatives, delegates, staff, committee personnel

Senators, staff, committee personnel

Executive branch

Governor

Governor's staff, committee personnel

Cabinet officers, departments, agencies, commissions

County

County executive

Other county officials, commissions, departments

City

Mayor or city manager

City council

Other city officials, commissions, departments

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Consumer Publics

Company employees

Customers

Professionals

Middle class

Working class

Minorities

Other

Activist consumer groups

Consumer publications

Community media, mass and specialized

Community leaders and organizations

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Special Publics

Media consumed by this special public

Mass

Specialized

Leaders of this special public

Public officials

Professional leaders

Ethnic leaders

Neighborhood leaders

Organizations composing this special public

Civic  
Political  
Service  
Business  
Cultural  
Religious  
Youth  
Other

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Public Health Publics

Local health educators  
Local physicians  
Public health nurses  
Community health workers  
Unlicensed health professionals  
Members and volunteers of voluntary health agencies  
Clients of health related services

## Appendix 2

### Questions for Community Feedback

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1. What are people in your community saying about the response agencies?
2. What actions, responses, or activities involving the response agencies have you heard about or seen?
3. Think back to an experience you had with the response agencies recently. Describe the experience. (*Encourage storytelling*).
4. What has been your greatest disappointment with how the response agencies respond?
5. Has the response agency disappointed you in any way? How?
6. Let's talk about the needs of the community and actions by the response agencies, what needs do the response agencies meet most effectively? What needs are being overlooked?
7. What are people saying about how the response agencies work with other emergency organizations and agencies, or with your local community?
8. How would you measure the response agencies' success?
9. What is most important for the response agencies to keep doing?
10. When you interact with the response agencies, what is the single most important thing that could happen so that response agencies' support meets community needs?

## **Appendix 3**

### **Questions for Multi-Person Interviews**

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1. If you were in charge of how the response agencies respond to these types of incidents, what kind of changes would you make?
2. What would it take for us (e.g., the response agencies) to meet community expectations and needs?
3. If you were the moderator for this meeting, what would be the next question to ask the group?
4. What would you tell other community members about the response agencies and how well they have responded to this incident?
5. Assume that the response agencies was just one person, how would you describe that one person?
6. If you could change one thing about the response agencies, what would you change? What is the main reason that one thing needs changing?
7. What would it take for the response agencies to get a passing grade or even an “A”, at least for their efforts to respond to this type of incident?
8. Can you tell me two positive things about the response agencies? Can you tell me two negative things about the response agencies?
9. If you were responsible for telling other community members or the local mayor about the response agencies and their response to this incident, what is the most important thing you would say?
10. What other information do you need to know about the response agencies, in order to approve or disapprove of how it responds to these types of incidents?

## Appendix 4 Information Questions

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1. What, if anything, have you heard or read about the...?
2. Do you know when the warning was sounded for...?
3. As best you can recall, what did the emergency center say about...?
4. What do you understand by the recommendation from the emergency center to...?
5. Who is in charge of the emergency response for the incident at...?
6. Where do you get information during an emergency like...?
7. Who in your community has the best contacts with the persons living...?
8. When did you relocate from...?
9. In which neighborhoods would you say that the warning was not sounded for...?
10. What kind of information do you need to help when...?

**Note:** Responses to information type questions should be evaluated for the following:

- ! presence/absence of knowledge
- ! vague/specific knowledge of detail
- ! high/low level of knowledge
- ! correct/incorrect knowledge

## Appendix 5 Attitude Questions

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1. What do you think of the emergency response effort for...?
2. How important is it for the water to be ...?
3. Do you favor a general relocation or evacuation if ..?
4. Would you agree or disagree that the response agencies were...?
5. Is it or is it not your position that the first priority should be...?
6. Would you say that most people in the community are for or against...?
7. Do you accept the emergency center's explanation that...?
8. What do you think of how the emergency response teams helped with...?
9. How strongly do you feel about...?
10. As far as you are concerned, what is the most important...?

**Note:** Responses to attitude questions should be evaluated for the following:

- ! presence/absence of a specific attitude
- ! structured/unstructured focus for the attitude
- ! positive/negative emphasis and direction of the attitude
- ! high/low degree of intensity of the attitude

## Appendix 6 Behavior Questions

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1. Did you use the relocation center at the...?
2. Did you follow the recommendation to use only bottled water for...?
3. How many times did you use the...?
4. Do you know whether your neighbors used the...?
5. Were you able to do all the things listed in the brochure from...?
6. How often did you...?
7. What was the first thing that you did when...?
8. What was something that you delayed doing until...?
9. How strongly do you feel about...?

**Note:** Behavior questions should relate to the following issues:

- ! presence/absence of the behavior
- ! regular/irregular frequency of occurrence
- ! degree of complete/incomplete performance
- ! high/low degree of importance

## Appendix 7

### Opening Statement for Interviews

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#### Example for Intercept Interview

Hello, my name is \_\_\_\_\_, and I'm from the Joint Information Center that is helping with the response to the incident (*describe*).

Do you live or work in this area?

We are asking a few community members to give us feedback on the incident.

We want to make sure we are getting you and all community members the information you want and need.

The questions will only take a few minutes to answer.

I can assure you that your answers will be kept in confidence.

First, let me ask...

---

#### Example for Telephone Interview

Hello, my name is \_\_\_\_\_, and I'm calling from the Joint Information Center that is helping with the response to the incident (*describe*).

Is this (*state telephone number*)?

We are asking a few community members to give us feedback on the incident.

We want to make sure we are getting you and all community members the information you want and need.

The questions will only take a few minutes to answer.

I can assure you that your answers will be kept in confidence.

First, let me ask...

# Media Content Analysis

<b>Media Source:</b>
<b>Date/Time/Length/Placement:</b>
<b>Spokespersons/Information Sources:</b>
<b>Facts/Statements:</b>
<b>Words/Phrases:</b>
<b>Visuals (pictures, analogies, anecdotes):</b>
<b>Key Messages/Themes:</b>
<b>Overall Evaluation/Follow-Up Issues:</b>

## Media Content Analysis

Media Source	Date/Time Length/Placement	Spokespersons/ Sources	Facts/Statements/ Words/Phrases	Visuals	Messages/Themes	Overall Impression

## Community Feedback Content Analysis

<b>Public Represented:</b>
<b>Date/Time/Feedback Type:</b>
<b>Information Sources/Influentials:</b>
<b>Facts/Statements:</b>
<b>Words/Phrases:</b>
<b>Visuals (pictures, analogies, anecdotes):</b>
<b>Key Messages/Themes:</b>
<b>Overall Evaluation/Follow-Up Issues:</b>

## Community Feedback Content Analysis

Public Represented	Date/Time Feedback Type	Sources/ Influentials	Facts/Statements/ Words/Phrases	Visuals	Messages/Themes	Overall Impression

